Emergency Management Training: The Core Participant Guide

BRITISH COLUMBIA | Emergency ManagementBC

Emergency Management in BC: The Core

Table of Contents

Emergency Management Training: The Core
Workshop Introduction

Notes:

This two day workshop will provide a comprehensive overview of emergency management in British Columbia, including, the various emergency management programs and the roles and responsibilities of the people involved.

This will ensure that participants have a consistent approach and understanding of emergency management across British Columbia.

The purpose of the training is to provide a comprehensive overview of:

- BC's emergency management framework
- The roles and responsibilities of all levels of government in preparing for and responding to major emergencies
- The systems, processes and structures for mitigating, preparing for, responding to and recovering from emergencies and disasters.

EMBC Training Goals

Notes:

_____

Emergency Management BC's <u>four main training goals</u> are to provide:

- A comprehensive and consistent overview of emergency management across BC
- Additional opportunities for training to increase operational capacity
- An opportunity for regional managers to liaise with local counterparts
- A comprehensive overview to emergency management at no cost to local authorities.

Workshop Goals

Notes:

_____

EMBC's <u>three goals of this 2 day workshop</u> are to:

- Provide an overview of the components of emergency management including British Columbia Emergency Response Management Systems (BCERMS), the four pillars of emergency management and the various programs
- Identify the roles and responsibilities across the four pillars - prevention/mitigation, planning, response and recovery
- Ensure consistency with the basic emergency management training objectives at the national level.

Participant Introductions

Notes:

_____

Introduce yourself to the class and provide personal information including:

- Name
- Job and Location
- Expectations of the workshop.

Class Rules

                     Notes:

Participate and engage yourself fully to make the experience meaningful.

Here are a few suggestions:

- Relax
- Participate - Make mistakes
- Above all – Think and ask questions
- Share your own experiences and learn from others
- Use the "Parking Lot".

Housekeeping
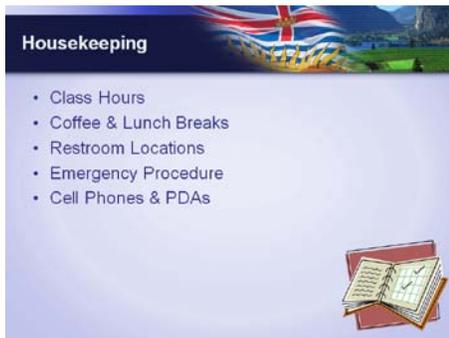
Notes:

_____

Workshop Feedback

Notes:

At the end of this workshop, you will be given an opportunity to provide feedback. This valuable information will enable us to continually improve and revise the workshop as required.

Participant Guide

Notes:

This Participant Guide contains all the material that will be covered in this workshop and is designed to help you work effectively through the Sections over the next two days.

The content within the Participant Guide directly links to specific modules contained in the "Emergency Management in BC – Reference Manual", available on the EMBC website. http://www.embc.gov.bc.ca/em/training/reference_manual.pdf

Reference Manual

Notes:

The Emergency Management Reference Guide is designed to support the core Emergency Management principles applied in BC. It is meant to compliment the Emergency Management training that is offered through EMBC.

This reference manual is divided into nine modules and is structured as follows:

1. **Module 1: Introduction to Emergency Management** – provides a basic understanding of emergency management in BC.
2. **Module 2: Emergency Management Programs** – provides an overview of the roles and responsibilities of individuals and families, local, provincial and federal governments and First Nations in emergency management.
3. **Module 3: BC's Emergency Response Management System** – provides an overview of the framework for a standardized emergency response in BC.
4. **Module 4: Emergency Planning** – provides key information on the creation of local government emergency plans and emergency operations centres.
5. **Module 5: Emergency Operations Centre** – provides an overview of the purpose, roles and functions of an emergency operations centre.
6. **Module 6: Supporting People in Emergencies** – provides key information about supporting individuals and families during, and in the aftermath, of an emergency.
7. **Module 7: Human Resource Management** – provides key information for creating a healthy emergency response environment and becoming an effective leader.
8. **Module 8: Emergency Response** – provides best practices for managing an emergency response, such as effective communication.
9. **Module 9: Emergency Financial Assistance** – provides an overview of the financial requirements associated with an emergency response.

Training Focus & Audience Mix

Notes:

The Core is built on the British Columbia Emergency Response Management System (BCERMS) which is a standardized and comprehensive management system designed to guide response to any emergency or disaster in BC.

The audience for this training is comprised of people with various levels and background in emergency management. As such, some of you will be familiar with different aspects of the material being presented. We can use this to our advantage when working in groups during class discussions and interactive activities.

The training is intended for individuals involved in various levels of the emergency management field, including:

- Local government and emergency response personnel
- Senior and elected officials
- Emergency response agencies
- Volunteer organizations
- Health and social service agencies
- Provincial government staff
- Private sector representatives.

Agenda

Notes:

_____

Following this introduction, this workshop includes three Sections and a Workshop Summary:

- Section 1 – Emergency Management Components
- Section 2 – Emergency Operations Centre
- Section 3 – Emergency Operations
- Scenario
- Workshop Summary.

Each Section includes a series of Learning Units that will be introduced at the beginning of each Section.

Section 1 Introduction
Emergency Management Components

Section 1 provides the high level view of emergency management in BC. This includes an overview of emergency management programs at the local, provincial and individual levels, as well as the roles and responsibilities at each level.

It also describes the fundamental planning principles and basic steps in the emergency planning process and different types of emergency plans.

We have emergency planning to:

- Ensure public safety
- Meet legislative requirements
- Provide a consistent local and provincial emergency management framework.

Emergency Management is a shared responsibility – everyone has a role to play. We need to recognize the structure, take responsibility, be accountable and work collaboratively in partnership with others.

Outcome
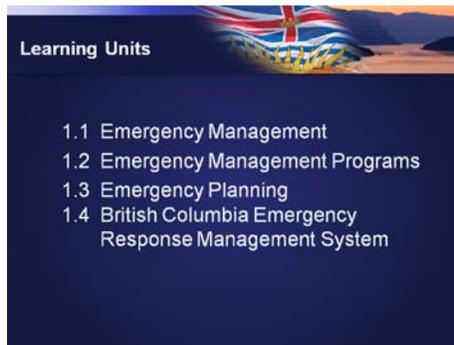
Notes:

At the end of this Section, you should be able to *"identify the core elements of emergency management"* by completing the following four Learning Units:

1.1 Emergency Management
1.2 Emergency Management Programs
1.3 Emergency Planning
1.4 British Columbia Emergency Response Management System.

Learning Unit 1.1
Emergency Management
Introduction

Emergency management describes the methods and processes for mitigating, preparing for, responding to, and recovering from emergencies and disasters. This requires a coordinated approach to protect the health and safety of people and to limit damage to property and infrastructure.

Effective emergency management requires involvement from many players, including all levels of government, First Nations, business, health authorities, local community organizations, individuals and volunteers.

Objective & Topics

Notes:

The objective of this Learning Unit is to *"identify the core concepts of emergency management"* which will be described in four topic areas:

- Emergency Management History
- Relevant Legislation
- Emergency Management Cycle
- Emergency Management Principles.

Emergency Management History
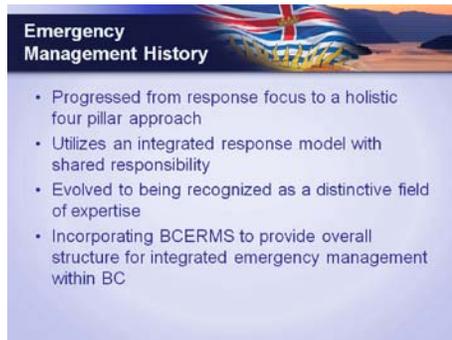
Notes:

Emergency Management has evolved from federal government sponsored civil defense and military models to present day emergency management spanning all levels of government.

Emergency planning has shifted from being a response focused operation to a holistic emergency management approach incorporating four pillars (Prevention/Mitigation, Preparedness, Response and Recovery).

There is a growing awareness that catastrophic disasters require extraordinary response from all levels of government. As such, emergency management continues to evolve with governments increasingly taking on greater responsibility for planning and preparedness activities in order to enhance the effectiveness of an integrated, multi jurisdictional and multi agency response.

BCERMS provides the overall structure for integrated emergency management within the Province. This EM methodology is now mandatory for all provincial government agencies.

Relevant Legislation: Federal

Notes:

Federal Legislation

The *Emergencies Act* identifies the federal government as responsible for:

- Public welfare emergencies (natural or human disasters)
- Public order emergencies (threats to internal security)
- International emergencies (external threats)
- War.

The *Emergency Management Act* defines what the federal government and its institutions must do to ensure they are prepared for an emergency.

Relevant Legislation: Provincial

Notes:

Provincial Legislation

The *Emergency Program Act* addresses the following areas of responsibility:

- Clarifies the roles and responsibilities of a local authority and the provincial government
- Provides extraordinary power to a local authority and/or the provincial government if required
- Requires a local authority to create and maintain an emergency management organization
- Enables provision of Disaster Financial Assistance to victims of all disasters
- Provides exemption from civil liability to all emergency service workers

Emergency Program Management Regulation:

- Identifies Ministers responsible for coordinating government response to specific hazards
- Defines duties of Ministers and government corporations in the event of an emergency

Relevant Legislation: Local Authority

Notes:

Local Authority Legislation

Local Authority Emergency Management Regulation outlines the roles and responsibilities of a local authority. It includes the powers and duties of a local authority as well as the components of a written local emergency plan.

- A local authority must establish and maintain an emergency management organization.

- A local authority may:
  - Appoint committees it considers necessary or desirable to advise or assist the local authority
  - Appoint a coordinator for the emergency management organization
  - In writing, delegate any of its powers and duties under the Act to the committee, emergency management organization, or coordinator (except the power to make a Declaration of a State of Local Emergency)

- A local authority must prepare local emergency plans to include:
  - Preparation for emergencies and disasters
  - Response to emergencies and disasters
  - Recovery from emergencies and disasters

Compensation and Disaster Financial Assistance Regulation defines the framework and eligibility criteria for accessing funds to assist local government and individuals to recover from disasters.

Relevant Legislation: Local Authority con't.

Emergency Bylaw

Each local authority (municipality or regional district) must pass a bylaw authorizing the development and maintenance of an emergency program. In addition, each regional district must pass a separate bylaw to extend the service throughout the regional district.

An emergency bylaw usually:

- Defines certain emergency management requirements for the municipality
- Establishes the emergency management organization (i.e., emergency planning committee)
- Sets out the terms of reference for the emergency management organization
- Lists the duties and responsibilities of the emergency management organization
- Outlines the powers of council, including declarations of state of local emergency
- Funds emergency management
- Authorizes mutual aid agreements
- Provides an interface between the emergency management organization and other municipal departments and municipal agencies involved in mitigation or prevention measures

Emergency Management Cycle

Notes:

_____

The Emergency Management Cycle is based on the "Four Pillar" approach:

- Mitigation and Prevention
- Preparedness
- Response
- Recovery.

The pillars are all interconnected and the activities within them take place concurrently and in support each other. For example, recovery needs to begin shortly after response activities are initiated, and mitigation activities often start prior to recovery being complete and carry on while preparedness activities are underway. As illustrated in the diagram, the emergency management cycle is an ongoing process.

Emergency Management Cycle: Mitigation & Prevention

                    Notes:

Mitigation and prevention strategies are designed to:

- Prevent or avoid an emergency or disaster
- Prevent loss of life & reduce injuries
- Implement effective mitigative strategies (i.e. public education, protective structures, land use management)
- Minimize public and private economic losses.

Emergency Management Cycle: Preparedness
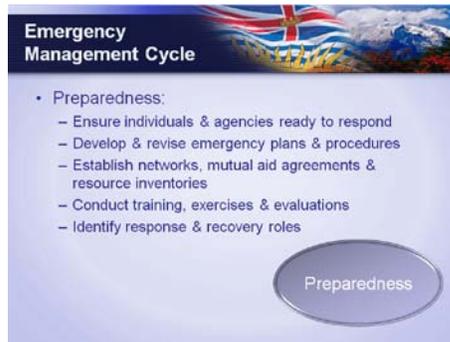
Notes:

Preparedness and planning initiatives are designed to:

- Ensure individuals and agencies will be ready to respond
- Develop and revise emergency plans and procedures
- Establish networks, mutual aid agreements and resource inventories
- Conduct training, exercises and evaluations
- Identify response and recovery roles.

Emergency Management Cycle: Response

Notes:

Effective response measures:

- Address the direct impacts of an emergency event
- Limit the loss of life, personal injury and property damage
- Local governments that respond effectively to emergencies undertake the following steps:

    - Gather information and prioritize response activities
    - Understand the nature and source of the threat
    - Allocate resources and lifesaving needs
    - Restore critical infrastructure
    - Ensure continuity of critical services.

Emergency Management Cycle: Recovery

Notes:

In restoring communities after disaster strikes, the following recovery initiatives are essential:

- Establish Resiliency Centres
- Support evacuees directly impacted
- Provide financial assistance and restore economic activity
- Manage donations
- Develop programs to mitigate the effects of future incidents.

Emergency Management Principles

Notes:

_____

There are ten principles that form the key underlying beliefs and goals of emergency management. These need to be considered as a whole when undertaking activities to prepare for, respond to and recover from emergencies.

- <u>Responsibility</u> - all levels of society have responsibilities and duties for prevention and mitigation, preparedness, response and recovery
- <u>Comprehensive</u> – governments have adopted a comprehensive approach to emergency management. It is a risk-based, all-hazards approach that balances efforts across the four pillars of emergency management
- <u>Partnerships</u> - based on effective collaboration, coordination and communication across all levels
- <u>Coherency of Action</u> - emergency management requires collaboration, coordination and integration to facilitate complementary and coherent action by all
- <u>Risk-Based</u> - emphasizes the importance of assessing vulnerability to all hazards in order to determine the optimal balance and integration of measures to address vulnerabilities and risks
- <u>All Hazards</u> - approach increases efficiency by recognizing and integrating common elements across all hazard types, and then supplementing these common elements with hazard specific sub-components to fill gaps only as required
- <u>Resilience</u> - is the capacity of a community or agency to bounce back or absorb the impact of emergencies and resume business
- <u>Clear Communication</u> - during all phases of emergency management to all stakeholders is a critical and continuous process throughout an emergency
- <u>Continuous Improvement</u> - lessons learned and knowledge generated from past events should be used to develop "improved practices", which are then shared
- <u>Code of Ethics</u> - emergency management decisions made by governments are guided by ethics and values that accept the importance of human life and human dignity

Summary

Emergency management describes the methods and processes for mitigating, preparing for, responding to, and recovering from emergencies and disasters.

Effective emergency management requires collaboration from many players, including all levels of government, First Nations, business, health authorities, local community organizations, individuals and volunteers.

Emergency management evolved from federal government sponsored civil defense and military models to integrated emergency planning and response across all levels of government.

Legislation exists at all three levels of government in British Columbia to support emergency management.

The emergency management cycle, consists of the Four Pillars of emergency management: Mitigation & Prevention, Preparedness, Response and Recovery.

There are ten recognized principles of emergency management.

Learning Unit 1.2
Emergency Management Programs
Introduction
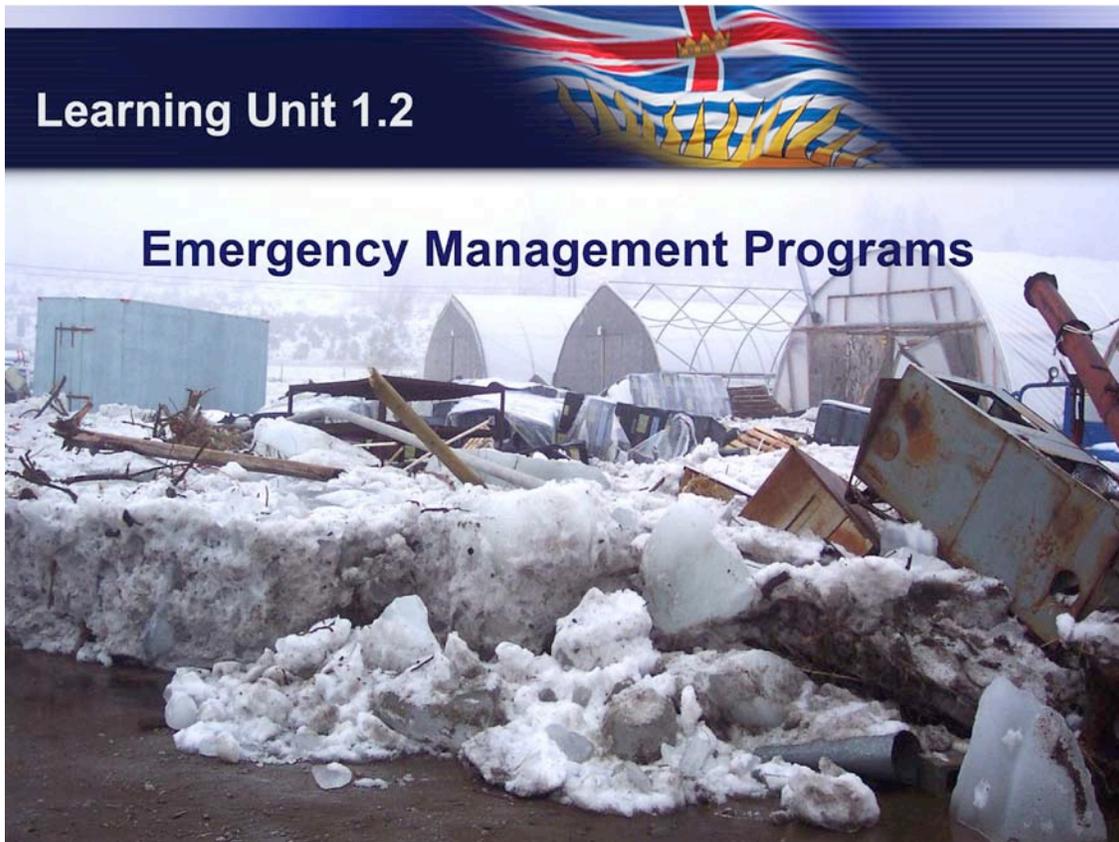
Effective emergency management depends on everyone knowing the structure, understanding the roles and responsibilities of those involved and being accountable for their responsibilities.

Success depends on the people and the partnerships they establish within the Emergency Management Program.

Objective & Topics

Notes:

_____

The objective of this Learning Unit is to *"identify the programs that exist within emergency management"* which will be described in four topic areas:

- Emergency Management Programs – Integrated Response Model
- Structure
- Individual and Family Responsibility
- Role of Volunteers.

Emergency Management Programs - Integrated Response Model

Notes:

Depending on the nature and scope of the emergency, many individuals, private sector organizations and all three levels of government may be involved. However, the vast majority of emergencies are usually relatively small, localized events that are handled at the site level.

Local government along with local agencies and individuals, both employees and volunteers, are the cornerstone of the Emergency Management Program.

Individual residents must take responsibility for their own personal preparedness.

Structure: Federal Government Level

Notes:

At the federal government level, Public Safety Canada (PSC), through the *Emergency Measures Act*, develops programs and policies to prepare for national disasters. PSC oversees Canada's involvement in international emergency preparedness matters.

PSC develops national policy, response systems, and standards, and issues alerts to help protect Canada's critical infrastructure. PSC also works closely with other emergency management organizations across Canada, and provides support to regional partners and first responders in the form of funding, tools, and training. The Government Operations Centre (GOC), located in Ottawa, is the centre for monitoring and coordinating the federal response to emergencies. Regional operational support to the GOC is provided through PSC's network of regional offices.

Structure: Provincial Government Level

Notes:

_____

At the provincial government level, Emergency Management British Columbia (EMBC):

- Provides leadership, expertise and resources to promote individual and community awareness and preparedness
- Advises the province and local authorities on emergency prevention strategies
- Coordinates and ensures timely responses to emergencies.
- Provides training and support to volunteers and local government.

In addition to EMBC, (Ministry of Justice) other provincial ministries and crown corporations also have legislated emergency management responsibilities. EMBC is responsible for providing coordination with provincial ministries and crown corporations in support of local government response. Local governments access support from those ministries through the PREOC.

Structure: Local Government Level

Notes:

_____

Local governments usually establish two emergency management committees:

- Emergency Executive Committee
- Emergency Planning Committee.

Local Government Committees: Emergency Executive Committee

Notes:

_____

The Emergency Executive Committee is usually, a sub-committee of the local Municipal Council or Board and consists of:

- Mayor and/or Council representation
- Regional District Chair and /or Board Representative
- Chief Administrative Officer
- Emergency Program Coordinator.

The committee's role is to oversee planning and responding to an emergency and to set policy direction to ensure all aspects of the community's Emergency Management Program are addressed.

Local Government Committees: Emergency Planning Committee

Notes:

The Emergency Planning Committee is responsible for planning a community's Emergency Management Program. The Emergency Planning Committee is comprised of local government personnel, agency representatives, volunteer organizations and community groups. It is usually chaired by the Emergency Program Coordinator (EPC).

Local Government Committees: Emergency Planning Committee

Notes:

The Emergency Program Coordinator (EPC) is a key position in the Municipal Emergency Program. The EPC is responsible for the management and coordination of emergency preparedness, response and recovery and for developing and maintaining an emergency program for the community. The EPC receives policy direction and support from the Emergency Planning Committee.

The Key responsibilities of the Emergency Program Coordinator are to:

- Develop and maintain community emergency plans
- Liaise with internal staff and external agencies
- Provide training and exercise to staff, volunteers and the community
- Develop, promote and maintain volunteer programs
- Assist with emergency operations
- Provide finance and administration on behalf of the emergency program.

Individual & Family Responsibilities

Notes:

Every resident in BC is responsible for their own personal emergency preparedness for a minimum of 72 hours. Individuals and families are advised to prepare two kits:

- A 72 Hour Home Emergency Kit
- A self contained "Grab 'n Go Kit", light enough to easily be carried

Individuals are also encouraged to get involved within their community's emergency program by:

- Checking out municipal or regional district websites
- Attending public education events
- Joining a volunteer organization that plays a part during emergencies.

Role of Volunteers: Provincial

Notes:

_____

There are over 13000 Public Safety Lifeline Volunteers that function at both the provincial and local level to provide support during emergencies. At the provincial level we have the following groups:

Emergency Radio Communitions (ERC) – EMBC, through the Provincial Emergency Radio Communications Society (PERCS), is aligned with the many amateur radio clubs throughout BC, thereby linking hundreds of volunteer amateur radio operators who are available to assist with communications in the event of an emergency.

Search and Rescue (SAR) teams respond to calls for stranded, lost, or injured persons. SAR responders have extensive specialized skills, which may include navigation, tracking, rope rescue, swift water and avalanche training. SAR may also assist the coroner with recovery of the deceased. The police force of jurisdiction has the responsibility for Ground and Inland Water SAR. The BC Ambulance Service, Coroner, or Department of National Defence may also task SAR groups.

PEP Air assists the Department of National Defence (DND), which is responsible for search and rescue for missing and downed aircraft, when additional resources and local knowledge is required. PEP Air also provides air support to the Ground and Inland Water Search and Rescue Program.

Road Rescue teams provide vehicle extrication, rope rescue and other specialized rescue services in response to motor vehicle accidents. Responders attend to out-of-jurisdiction motor vehicle accidents across the province. BC Road Rescue organizations include Fire Departments, Road Rescue Societies, and SAR teams.

Mobile Support Teams (MST) provide short-term support to local Emergency Social Services teams during an emergency. MSTs are able to travel on short notice to any community and provide on-the-spot training, mentoring and consultation for local ESS personnel. There are five regionally based teams throughout the province comprised of experienced and highly trained ESS volunteers.

Role of Volunteers: Local

                                        Notes:

There are three main groups of provincially registered volunteers that function at the local level.

Emergency Social Services (ESS) volunteers provide:

- Short-term assistance to individuals who are forced to leave their homes
- Services, including food, lodging, clothing, emotional support, and family reunification for 72 hours.

**Emergency Radio Communication (ERC)** volunteers provide:

- Skills and resources to ensure communication when normal methods fail due to infrastructure damage or system overloads
- Communication links with emergency response personnel at various sites.

General Service Volunteers provide:

- Short-term support to assist emergency response
- Drivers, first airders, manual workers and clerical support staff.

Role of Volunteers: Local Clubs
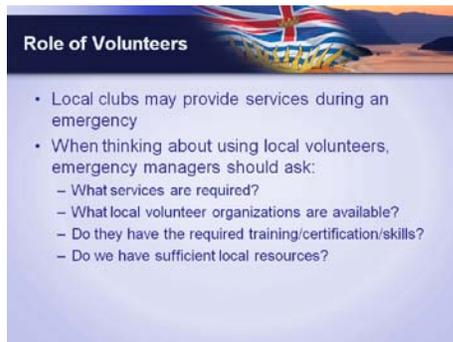
Notes:

In addition to Public Safety Lifeline groups, many local residents belong to clubs that provide services that could be pressed into service during an emergency. Club members can be used to supply individuals for a local authority team.

When thinking about using local volunteers, emergency managers should ask themselves:

- What services are required?
- What local volunteer organizations are available?
- Do they have the required training/certification/skills?
- Do we have sufficient local resources?

Summary

Emergency management programs depend heavily on people and require standardized structure and organization to follow when the time comes to respond in an emergency.

The vast majority of emergencies in the province are managed at the local level.

Within a community, it's important to be able to identify:

- Who is the face of emergency management in your community
- Who are your local partners in emergency management both public and private sector to ensure a comprehensive and integrated response model in your region
- What volunteer groups you can draw on in your region.

Learning Unit 1.3
Emergency Planning
Introduction

Emergency plans are designed to provide a road map of actions when an emergency occurs. An emergency plan is built using the five key steps of the planning process to ensure it is effective and applicable for the community and the legislative requirements are met.

Emergency plans have to be based on the risk profile of the community, include partner agencies and allow for scalability based on need.

Planning is an ongoing process because hazards and capacity requirements change over time so the plan needs to be reviewed and updated regularly.

Objective & Topics

Notes:

The objective of this Learning Unit is to *"identify the key components of an emergency plan and how they link together"* which will be described in three topic areas:

- Planning Principles
- Planning Process
- Local Integrated Emergency Plan.

Planning Principles

Notes:

Emergency planning must meet legislated requirements and be based on risk profiles of the community. The emergency plan needs to have a concept of operations built into it that allows for scalability based on the needs arising from the emergency, regardless of the hazard or size of the event.

The emergency plan should be modular in layout to keep individual sections small enough to be effectively used during an emergency, and consist of a number of documents or supplementary plans that focus on actions and procedures. Explanatory and background information should be kept to a minimum in the emergency plan. Lastly, there should be integration between planning documents and the local government's training curriculum.

Emergency planning is a shared responsibility and must involve all partners—including all levels of government, the private sector, non-governmental organizations, individual citizens and volunteers. Integrated planning brings together key agencies to ensure roles and responsibilities are defined and understood, and duplication is avoided.

Integrated planning can be complex and challenging but the rewards are obvious when disparate agencies are able to respond to emergencies in a coordinated manner.

Planning Process

Notes:

The emergency planning process is cyclical. It begins with establishing a risk profile to determine the priorities and ends with a review and revision of the plan, which re-starts the whole process.

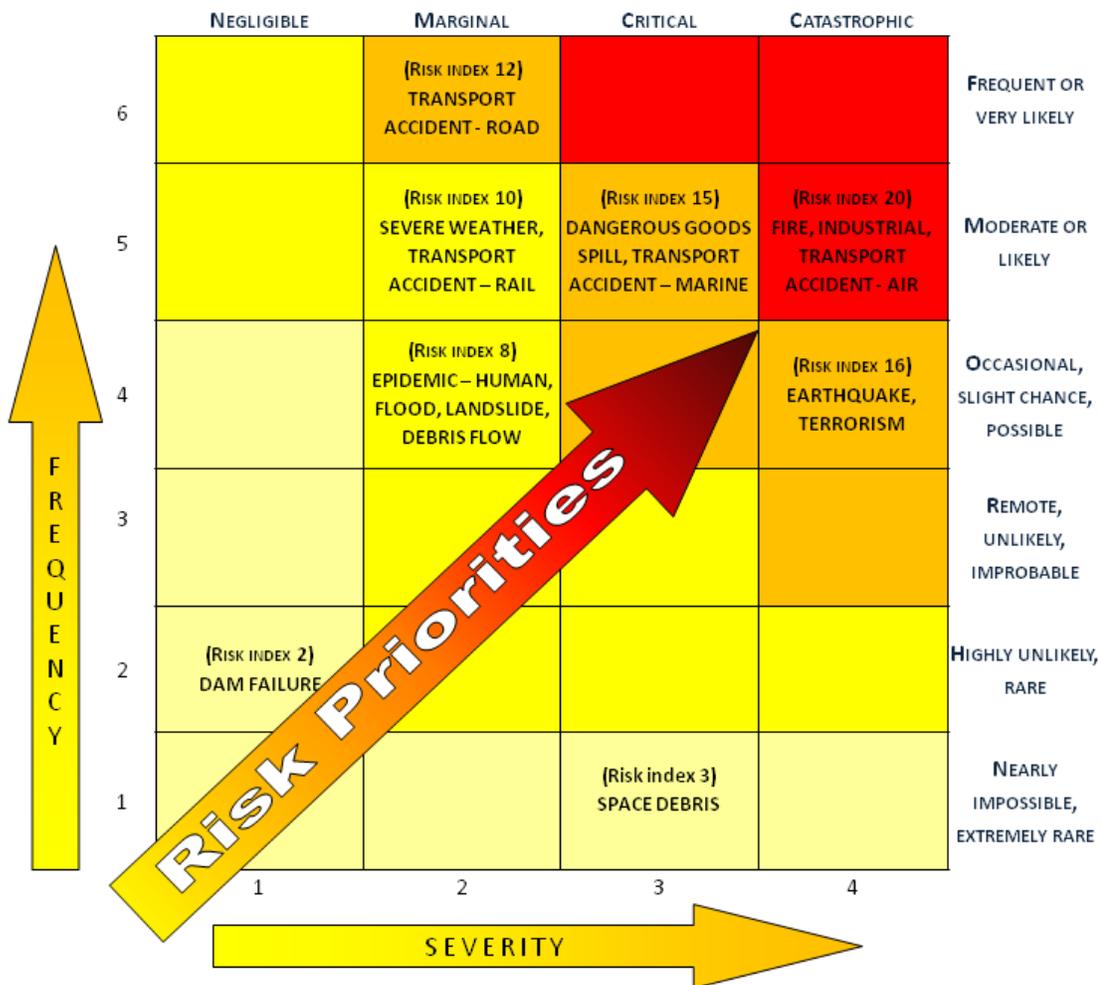There are five fundamental steps to follow in the emergency planning process:

1. Conduct a Hazard, Risk and Vulnerability Analysis (HRVA).
2. Develop the plan
3. Gain approval for the plan
4. Exercise the plan and evaluate its effectiveness
5. Review, revise and maintain the plan.

Hazard, Risk & Vulnerability Assessment (HRVA)

A Hazard, Risk and Vulnerability Assessment (HRVA) is intended to provide a community with a quantitative comparison of hazards that may exist and the risk that they pose.

The first step in developing an emergency response plan is identifying what hazards may impact the community. This can best be achieved by engaging residents, local businesses and hazard subject matter experts that have local knowledge and history within the community. As a group, they conduct a hazard, risk and vulnerability assessment to determine potential hazards, the likelihood and frequency of their occurrence, the effect they would have on the community and the vulnerability of the community to that hazard. By using a HRVA, a community can more accurately and effectively allocate its resources and time towards risk reduction activities.

Here is a sample identifying the hazards, their frequency and severity of impact.

FREQUENCY	NEGLIGIBLE	MARGINAL	CRITICAL	CATASTROPHIC	
6		(RISK INDEX 12) TRANSPORT ACCIDENT - ROAD			FREQUENT OR VERY LIKELY
5		(RISK INDEX 10) SEVERE WEATHER, TRANSPORT ACCIDENT – RAIL	(RISK INDEX 15) DANGEROUS GOODS SPILL, TRANSPORT ACCIDENT – MARINE	(RISK INDEX 20) FIRE, INDUSTRIAL, TRANSPORT ACCIDENT - AIR	MODERATE OR LIKELY
4		(RISK INDEX 8) EPIDEMIC – HUMAN, FLOOD, LANDSLIDE, DEBRIS FLOW		(RISK INDEX 16) EARTHQUAKE, TERRORISM	OCCASIONAL, SLIGHT CHANCE, POSSIBLE
3					REMOTE, UNLIKELY, IMPROBABLE
2	(RISK INDEX 2) DAM FAILURE				HIGHLY UNLIKELY, RARE
1			(Risk index 3) SPACE DEBRIS		NEARLY IMPOSSIBLE, EXTREMELY RARE
	1	2	3	4	

Risk Priorities

SEVERITY

Local Integrated Emergency Plan

Notes:

A local emergency plan needs to be comprehensive and specify how to prepare for emergencies, mitigate their effects, respond if one occurs, and recover from their impacts. It is an integrated plan that makes reference to other supporting emergency plans:

- Response Plan
- Recovery Plan
- Human Services Management Plan or Emergency Social Services (ESS) plan
- Evacuation Plan(s)
- Emergency Information Plan
- Emergency Centre Operation Plan
- Training and Exercise Plans.

Summary

Having an emergency plan ensures that everyone involved is ready to respond appropriately and effectively when an emergency occurs.

Emergency plans are built according to basic principles that follow a defined process.

There are many great emergency plans that can be used as a template or starting point when developing one for your emergency program. These however must be customized to reflect the specific needs of your particular community or they will not be applicable during response.

Emergency Planning is an ongoing process that evolves as lessons are learned and implemented from previous emergency events.

Learning Unit 1.4
British Columbia Emergency Response Management System
Introduction

The British Columbia Emergency Response Management System (BCERMS) provides a framework for an organized and comprehensive response to any emergency event.

BCERMS is based on the Incident Command System (ICS), which was originally developed as a fire response management system in the United States. ICS has been widely adopted by first responders and emergency management programs throughout North America. BCERMS has adopted many features of the ICS for application to emergency response within BC.

Specifically, BCERMS is designed to:

- Standardize the process for the delivery of a multi-ministry, multi-agency coordinated response to all emergencies
- Guide lead ministries and crown corporations in preparing their emergency plans
- Clarify the roles and responsibilities of each designated level of response.

Objective and Topics

Notes:

The objective of this Learning Unit is to "*describe the BCERMS and its standardized process"* which will be covered in six topics areas:

- BCERMS
- Benefits
- Goals
- Response Structure
- Response Levels
- Example Activities.

BCERMS

Notes:

BCERMS is widely recognized and accepted by many local government and response agencies as the standardized process for organizing and managing response to any emergencies or disasters in BC.

Using a management by objective strategy, the BCERMS systematic and organized response approach aligns goals and objectives and improves overall emergency response performance.

- Comprehensive management system
- Facilitates coordination & integration
- Clarifies roles & responsibilities of agencies and levels of response
- Standardizes processes for multi-jurisdictional/multi-agency response
- Guides emergency plan development

Benefits

                              Notes:

Benefits of the BCERMS include:

- Consistency
- Coordination
- Enhanced communication
- Common Terminology
- Only one "system" to learn
- Eliminates duplication, yet ensures all gaps filled
- Based on function not agency

Goals

Notes:

BCERMS has defined response goals that are set out in order of priority. They can be used to help prioritize response or assignment of critical resources.

BCERMS Response Goals ensure that response objectives:

1. Provide for the safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect government infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses.

Response Structure

An emergency response begins when an emergency situation is imminent, or immediately after it has occurred.
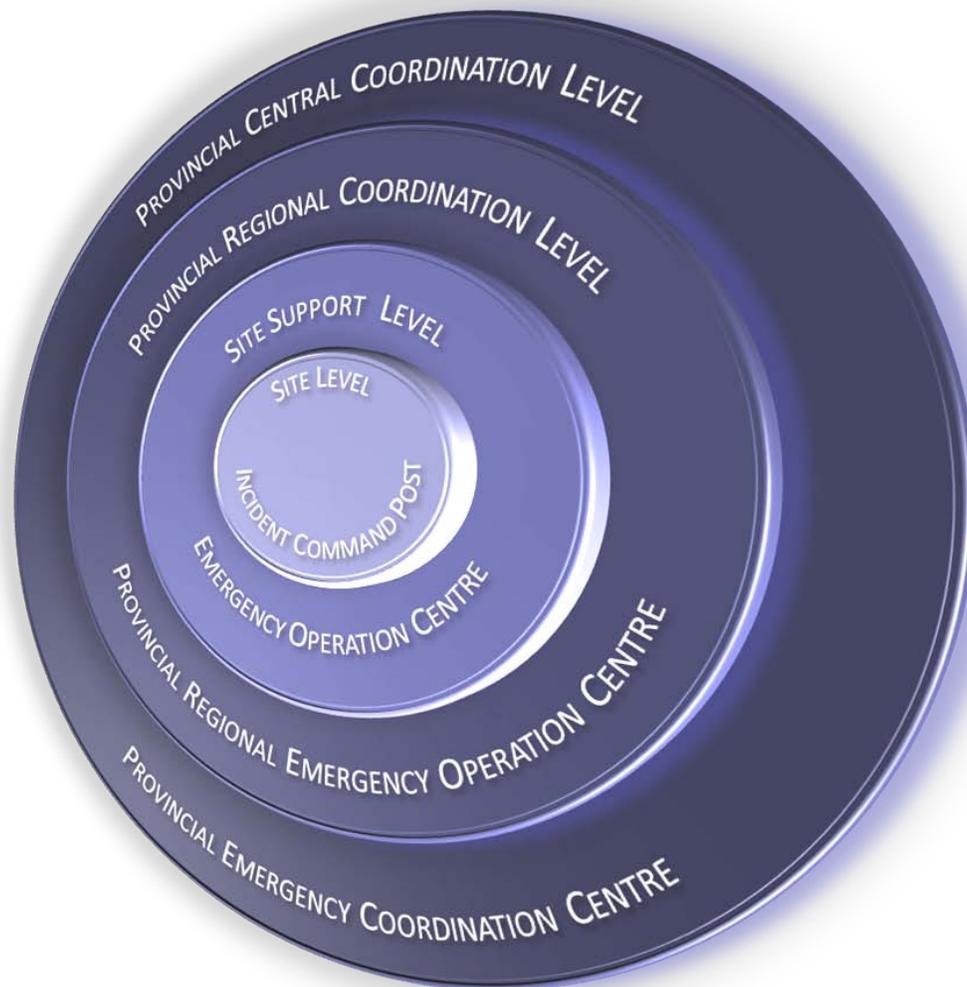
The purpose of the response is to:

- Limit the loss of life, personal injury and property damage
- Action emergency plans and various operational activities
- Address short-term and direct effects of the emergency incident.

The response flows through the BCERMS structure.
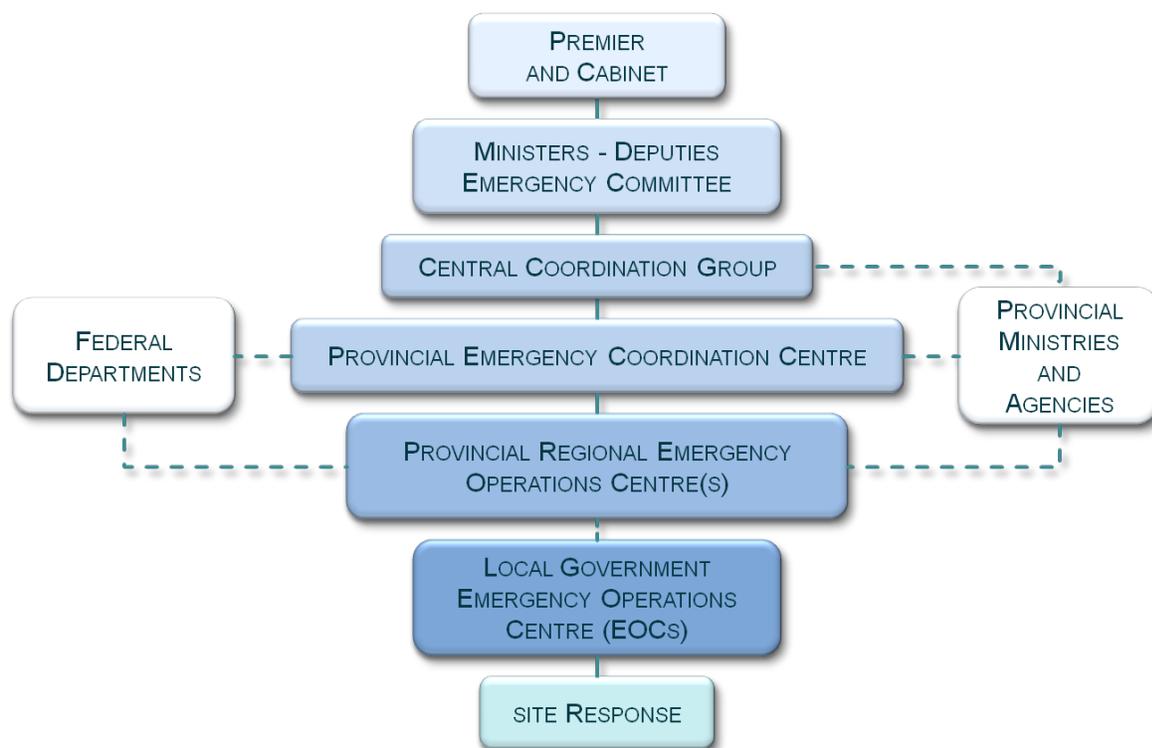
BCERMS Response Levels

There are four levels in BCERMS for responding to an emergency incident:

- Site Level
- Site Support Level
- Provincial Regional Coordination Level
- Provincial Central Coordination Level.

Response Levels
Site Level

Notes:

Over 90% of all emergency incidents are managed at the site level. Agencies that typically handle a site level response are police, fire and ambulance services. The first goal during response is to provide for the safety and health of all responders. Resources are applied to solve the problems presented by an emergency incident and ICS is used to manage the response.

The Incident Commander operates from an Incident Command Post (ICP) and the primary responsibilities are to:

- Provide direction and leadership at the site
- Provide for the safety and health of all responders.

Response Levels
Site Support Level

Notes:

During larger incidents, where requests from site become numerous or more logistically complicated, a local government may choose to open an Emergency Operations Centre (EOC) in order to provide support to site and off-site resource coordination.

Additional support for site response may be needed for:

- Policy direction and support
- Information collection, evaluation and display
- Coordination of off-site agencies and operations
- Prioritization of resource if multiple sites are affected
- Resource management
- Public information and warning.

Response Levels
Provincial Regional Coordination Level (PREOC)

Notes:

At the provincial regional coordination level the Provincial Regional Emergency Operations Centre (PREOC) coordinates, facilitates, and manages information, policy direction, and regional resources in support of local authorities and provincial agencies responding to an emergency event.

The PREOC manages and supports the provincial response. The PREOC:

- Supports local authority and agency EOCs
- Coordinates information exchange between Ministries/Agencies and local authorities EOC (e.g. Health, Transportation, Utilities, etc.)
- Coordinates provincial response activity across the region
- Coordinates regional information and resource support
- Requests resources from Provincial Emergency Coordination Centre (PECC) as needed and prioritizes deployment of provincial regional resources
- Reports to and receives direction from the PECC
- Exchanges information and supports other PREOCs which are activated
- Prioritizes deployment of critical regional resources in accordance with BCERMS in events affecting multiple jurisdictions.

Response Levels
Provincial Central Coordination Level

Notes:

The Provincial Emergency Coordination Centre (PECC) coordinates the overall provincial government response to emergencies and provides policy direction and support to PREOCs.

The main functions of the PECC are:

• Manage the provincial government response and provide policy direction for regional emergency operations
• Support PREOC(s) operations by managing the assignment of provincial support to regional levels
• Ensure adequate province-wide mobilization and allocation of critical assets
• Facilitate the acquisition of federal disaster support through Public Safety Canada.

The Central Coordination Group (CCG) comprised of senior Ministry leadership, provides strategic direction to all provincial level support and coordination through the PECC to provincial ministries and federal agencies responding to the emergency event.

Response Levels:
Example Activities

Notes:

___

There are some fundamental differences between the Site, Site Support, and the Provincial Regional Coordination levels of response.

The next few pages provide examples of activities that may be undertaken at the various response levels during:

- Evacuations
- Flooding
- Landslides
- Wildland/Urban interface fires.

Example Activities:
Evacuation

Notes:

At the <u>site level</u> of response, evacuation response actions focus on the following aspects:

- Deliver evacuation orders to door to door
- Set up detour signs
- Staff road blocks
- Provide security for evacuated areas

The <u>site support level</u> of response focuses on the following coordination and management activities:

- Writes Evacuation Orders
- Obtains approvals and signatures
- Coordinates planning for evacuation routes

The <u>Provincial Regional Coordination level</u> focuses on coordination of the site support and site levels of response:

- Receives activation orders from local authority
- Supports EOC with evacuation, ESS support if required

Example Activities:
Flooding

Notes:

At the <u>site level</u> of response, flooding response actions focus on the following aspects:

• Fills and places sandbags.

The <u>site support level</u> of response focuses on the coordination and management of activities, such as:

• Orders sandbags.

The <u>Provincial Regional Coordination level</u> focuses on coordination of the site support and site levels of response:

• Receives and processes sandbag order(s)
• Arranges for and confirms delivery of sandbags to communities
• Identifies and makes available subject matter expertise.

Example Activities:
Landslides

Notes:

At the <u>site level</u> of response, landslide response actions focus on the following aspects:

- Clear debris.

The <u>site support level</u> of response focuses on the coordination and management of activities, such as:

- Arranges for geotechnical assessment.

The <u>Provincial Regional Coordination level</u> focuses on coordination of site support and site levels of response:

- Coordinates multi-jurisdictional response and coordination
- Identifies and makes available subject matter expertise.

Example Activities:
Wildland/Urban Interface Fire

Notes:

At the site level of response, wildland/urban interface fire response actions focus on the following aspects:

- All direct firefighting activities.

The site support level of response focuses on the coordination and management of activities, such as:

- Coordinating public information activities.

The Provincial Regional Coordination level focuses on coordination of site support and site levels of response:

- Coordinates multi-jurisdictional response and coordination
- Identifies and makes available subject matter expertise.

Summary

Having a standardized process for emergency management through BCERMS ensures that the response will be organized, comprehensive and appropriate to all emergency events.

BCERMS is widely recognized and accepted by many provincial response agencies and local governments. Benefits of using the BCERMS model include:

- Management by objective ensures goals and objectives are aligned
- Consistent use of common language
- Facilities are coordinated and integrated
- Clarifies roles and responsibilities
- Standardizes processes
- Guides emergency plan development.

BCERMS has specific goals, set in priority order, for responding to any emergency:

1. Provide for the safety and health of all responders
2. Save lives
3. Reduces suffering
4. Protect public health
5. Protect government infrastructure
6. Protect property
7. Protect the environment
8. Reduces economic and social losses

The four BCERMS response levels are:

- Site Level: focuses on direct on-site response activities
- Site Support Level: provides policy, coordination and resource support for activities at the site
- Provincial Regional Coordination Level: coordinates, facilitates and manages information, policy direction and provincial resources in support of local authorities and provincial agencies responding to an emergency
- Provincial Coordination Level: coordinates provincial resources and prioritizes provincial government objectives in response to emergency requirements at the other response levels.

Section 2 Introduction
Emergency Operations Centre
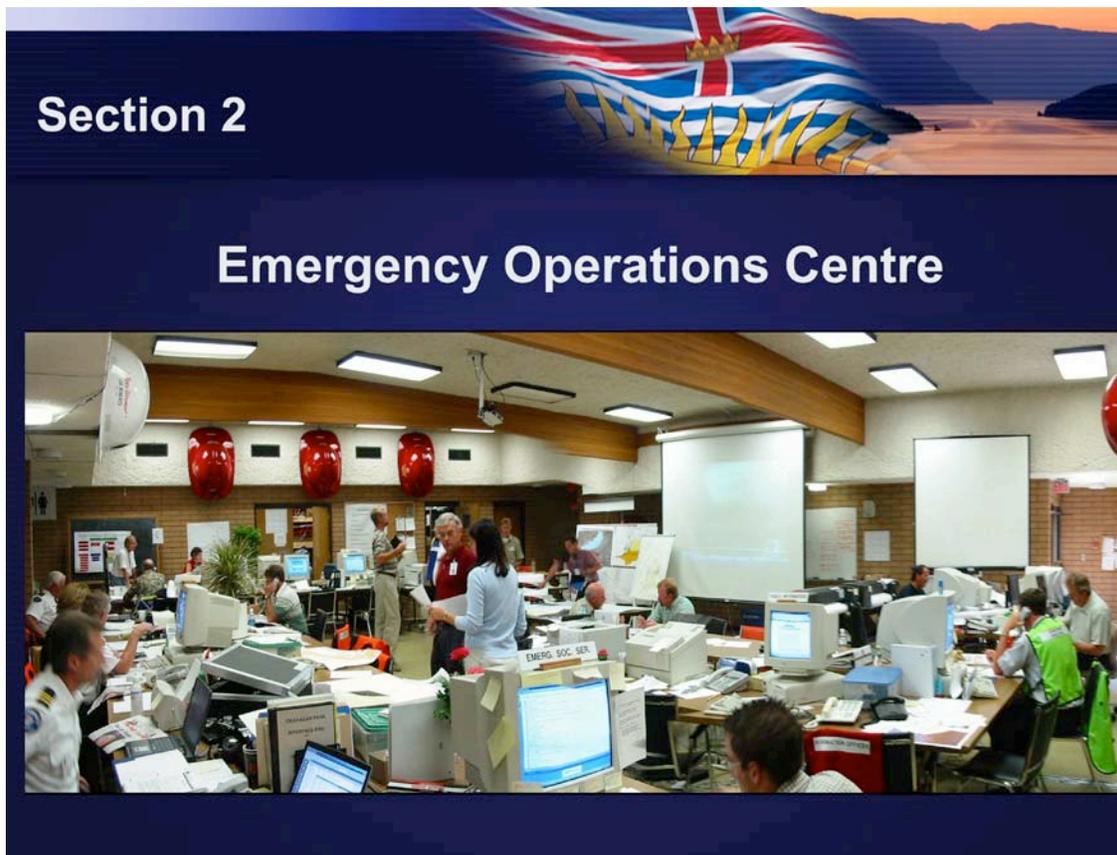
This Section provides a comprehensive look at an Emergency Operations Centre (EOC). EOCs are designed facility where key personnel can gather to coordinate, plan and manage overall response activities that are crucial to saving lives and property.

They facilitate long-term operation, provide centralized access to information, and help identify, prioritize and allocate resources as required.
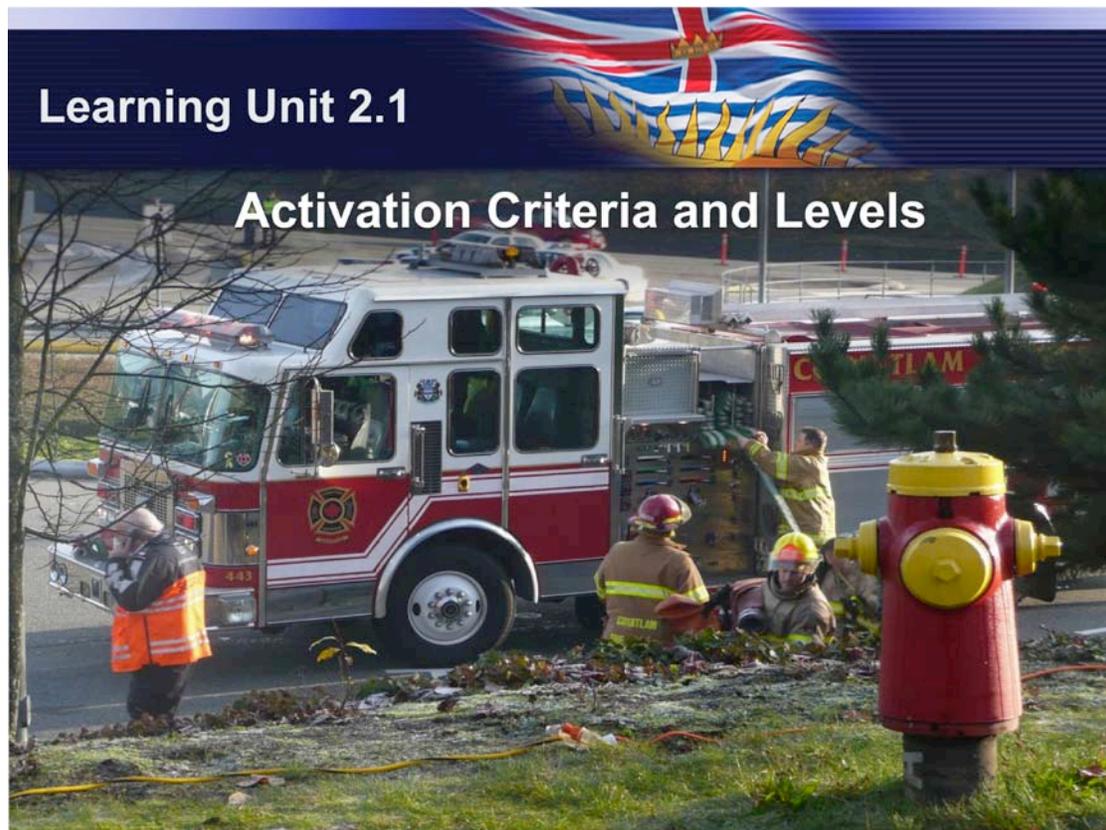
Outcome

Notes:

At the end of this Section you should be able to "*identify the principle elements of an Emergency Operations Centre"* by completing three Learning Units:

2.1 Activation Criteria and Levels
2.2 Emergency Operations Centre Functions
2.3 Emergency Operations Centre Activities.

Learning Unit 2.1
Activation Criteria and Levels
Introduction

An EOC is activated to enable local authorities to coordinate emergency response and recovery operations effectively. This is done through a number of common functions including the support of management policies and priorities, coordination of event related information and the coordination of the acquisition and assignment of resources.

The decision to activate and to which level is dependent on the scope, scale, and nature of the event. There are specific criteria that can assist in determining the need to activate the EOC.

Objective and Topics

Notes:

The objective of this Learning Unit is to "*identify fundamental activation criteria and levels for EOCs*" which will be covered in two topics:

- Activation Criteria
- Activation Levels.

Activation Criteria

Notes:

When the demands for response exceed the capacity of what can effectively be managed and coordinated at the site level, or if there are multiple incidents, a local authority will activate an EOC.

The EOC can be activated to support management policies and priorities, coordination of event related information and prioritisation of resources. Scope, scale and nature of the incident affect the decision to activate an EOC.

Criteria for activating an EOC can include:

- Significant number of people at risk
- Potential threat to people, property or environment
- Site support required (lengthy activation, limited resources etc)
- Resource coordination required due to limited local resources
- Response coordination for large event
- Heightened media or public concern
- Advance planning required for an anticipated event.

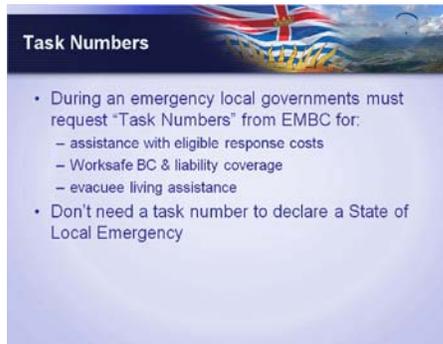## Activation Criteria:
Who Can Activate an EOC?
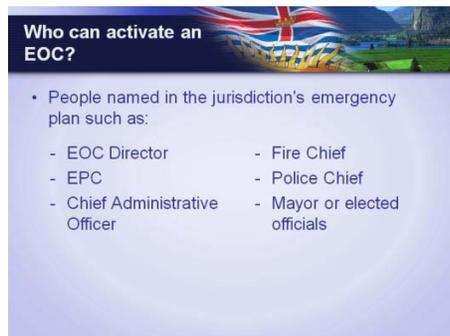
Notes:

EOC activation can only be performed by certain individuals:

- Individuals named in the jurisdiction's emergency plan and/or EOC plan (e.g. EOC Director, EPC, Chief Administrative Officer, Fire Chief, Police Chief, Mayor or elected officials)

Activation Criteria:
Task Numbers

Notes:

In the event of an emergency, local governments must request a "task number" from EMBC (through the Emergency Coordination Centre (ECC) at 1-800-663-3456) if they require:

- Assistance with eligible response costs
- Worksafe BC and liability coverage for registered volunteers
- Evacuee Living Assistance.

EMBC may also be contacted to initiate discussion with a Duty Regional Manager (DRM).

It's important to note that you don't need to declare a state of local emergency to obtain a task number.

Activation Levels

Notes:

_____

Once the decision has been made to activate an EOC, there are three levels that can be reflected:

- Level 1 - monitoring phase with very limited staffing
- Level 2 - enhanced activation
- Level 3 - full scale activation

The level of EOC activation is used to define the level of local government response. This is directly dependent on the scope and complexity of the event and the support required at the site level.

Activation Levels:
Staffing Requirements

EOC activation requires adequate staffing in order to ensure an effective response to any emergency. The structure is flexible and staff may be required to take on more than one role, depending on the nature of the emergency and the functions that need to be performed.

ACTIVATION LEVEL	EVENT/SITUATION SUMMARY	
1	Emergency Program staff providing support to site in support of emergency operations.	
	Potential threat/monitoring: ▪ flood ▪ severe storm ▪ interface fire	Small event/one site: ▪ 2-3 agencies involved ▪ small-scale evacuation alert
2	EOC Facility is activated where the scope and complexity of event requires additional personnel to fulfill the functions required.	
	Moderate event: ▪ two or more sites ▪ several agencies involved ▪ additional resources/support required	▪ evacuations ▪ major scheduled event (e.g., conference or sporting event)
3	Expanded activation of the EOC, with multiple branches and units. Enhanced staffing required, mutual aid, etc.	
	Major event: ▪ multiple sites ▪ multiple jurisdictions ▪ multiple agencies	▪ large scale/multiple evacuations ▪ extensive resources/support required

Summary

Local authorities activate an EOC when they need to coordinate emergency response and recovery operations.

Criteria for activating an EOC include:

- Significant number of people at risk
- Potential threat to people, property or environment
- Site support required (lengthy activation, limited resources etc)
- Resource coordination required due to limited local resources
- Response coordination for large event
- Heightened media or public concern
- Advance planning required for an anticipated event.

EOC activation can only be performed by certain individuals:

- Incident Commander may activate within the EOCs jurisdiction
- Individuals named in the jurisdiction's emergency plan and/or EOC plan (e.g. EOC Director, EPC, Chief Administrative Officer, Fire Chief, Police Chief, Mayor or elected officials)

In the event of an emergency, local governments must request a "task number" from EMBC if they require:

- Assistance with eligible response/recovery costs
- Workers Compensation and Liability Coverage for registered volunteers
- Evacuee Living Assistance.

There are three activation levels for an EOC:

- Level 1 - monitoring phase with very limited staffing
- Level 2 - enhanced activation
- Level 3 - full scale activation.

The level of EOC activation is directly dependent on the scope and complexity of the event and the support required at the site level.

Learning Unit 2.2
Emergency Operations Centre Functions
Introduction

The Emergency Operations Centre (EOC) ensures all response activities are coordinated to minimize the negative impacts of the emergency incident.
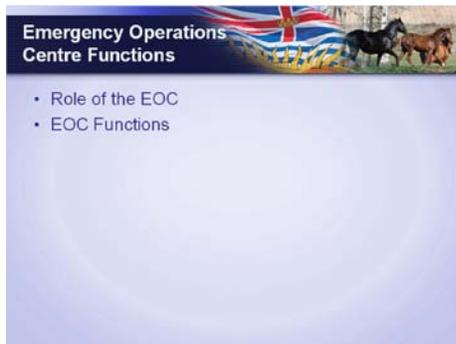
The EOC:

- Provides support to site
- Coordinates and oversees the response.

The EOC provides a location that enables the coordination and integration of government, response agencies and the private sector to facilitate planning and emergency response activities. EOCs bring together people and resources to manage incidents that are beyond the capacity of a standard emergency response.

They facilitate long-term operation, provide access to information, and help identify and allocate resources.

Objective and Topics

Notes:

The objective of this Learning Unit is to "*describe the role and functions of the EOC"* which will be covered in two topic areas:

- Role of the EOC
- EOC Functions.

EOC Responsibilities During Operation

Notes:

The EOC is where people and resources come together to manage and coordinate the emergency response.

The primary role of the EOC is to:

- Centralize and coordinate activities of government officials, response agencies and private sector partners
- Facilitate long term response operations
- Provide access to response information
- Identify and allocate resources.

EOC Functions

There are numerous activities and functions that the EOC is responsible for during activation. To ensure nothing is missed, functional areas of responsibility are defined and an organizational structure is activated that consists of five main sections.

The five sections are:

- Management
- Operations
- Planning
- Logistics
- Finance and Administration.
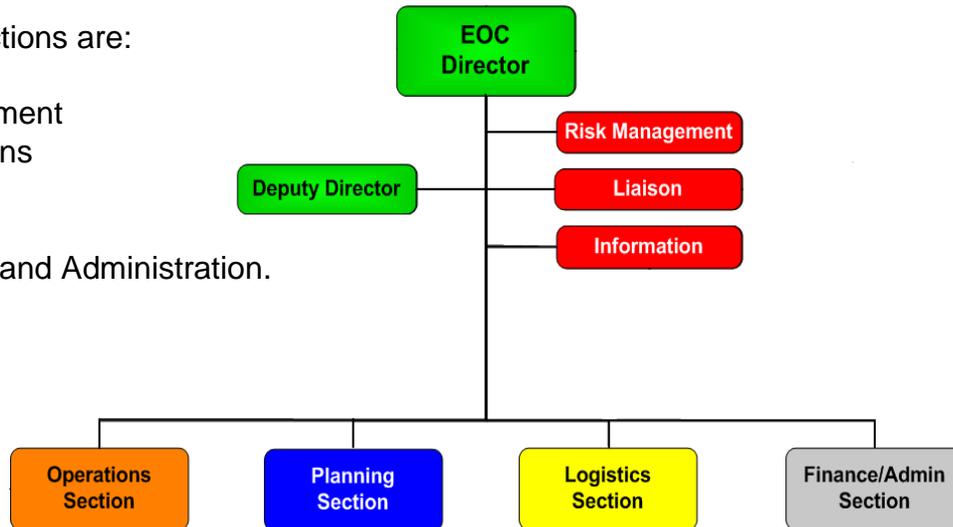
Common Identification

BCERMS has defined a common identification system for personnel filling positions within an EOC. The following colours are used to help quickly identify specific functions that work within an EOC, PREOC and PECC:

- Green: Director and Deputy Director
- Red: Liaison, Information and Risk Management Officer
- Orange: Operations
- Blue: Planning
- Yellow: Logistics
- Grey: Finance/Administration

Identification may take the form of a vest or armband. These identifiers do not preclude any personnel from wearing their agency's insignia or uniform.

Functional Roles

Notes:

Each of the sections in the EOC have defined functions and responsibilities. There are some functions that are common to all EOC personnel during the various phases of the response.

Common functional roles include:

- Providing overall response coordination
- Implementing of the EOC action plan
- Providing advanced planning
- Ensuring EOC is operational.

Key responsibilities of the individual sections are:

- **Management** – provides overall emergency policy and coordination of the response and includes: information management, risk management and liaison functions
- **Operations** – coordinates all operations in support of the emergency response through implementation of the EOC Action Plan
- **Planning** – collects, evaluates, and disseminates information; develops the EOC Action Plan and Situational Reports; maintains all EOC documentation
- **Logistics** – provides facilities, services, personnel, equipment and materials; ensures the EOC is operational
- **Finance/Administration** – provides financial activities and other administrative aspects.

EOC Organizational Structure

Expanded EOC Organizational Structure.
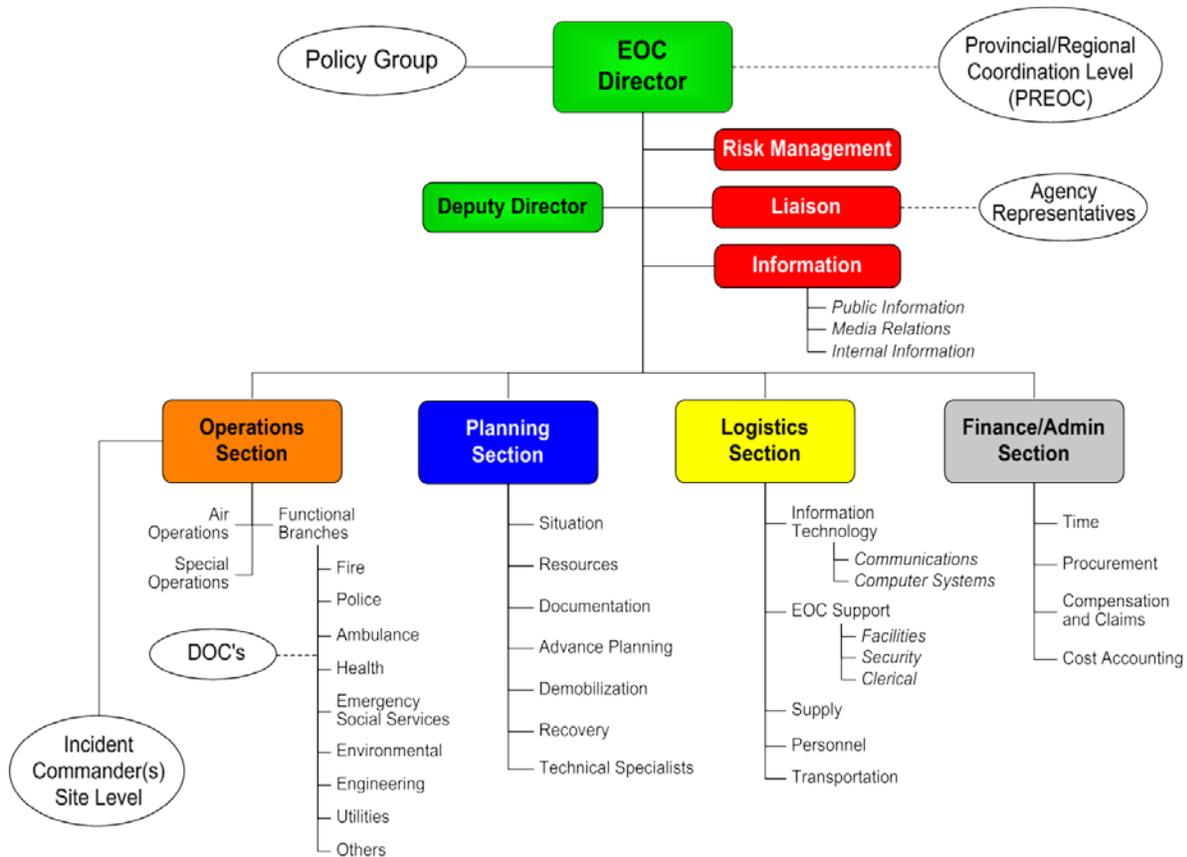
The organizational structure of the EOC can expand or contract based on the complexity and size of the response that is required.

Even though all of the functions must be addressed, one person may be responsible for more than just a single function. The difference in the activation levels of an EOC is dictated by the amount of support and coordination that is required and the subsequent staffing levels.

Policy Group Responsibilities

Notes:

The Policy Group has the responsibility of implementing existing policies and developing new policies as they are needed for emergency situations. Their role is making high level decisions about the response effort. They are not directly responsible for emergency management at the site level and are usually located outside the EOC.

The Policy Group:

- Provides support and policy direction
- Establishes expenditure limits
- Requests outside assistance when needed.

Management Staff
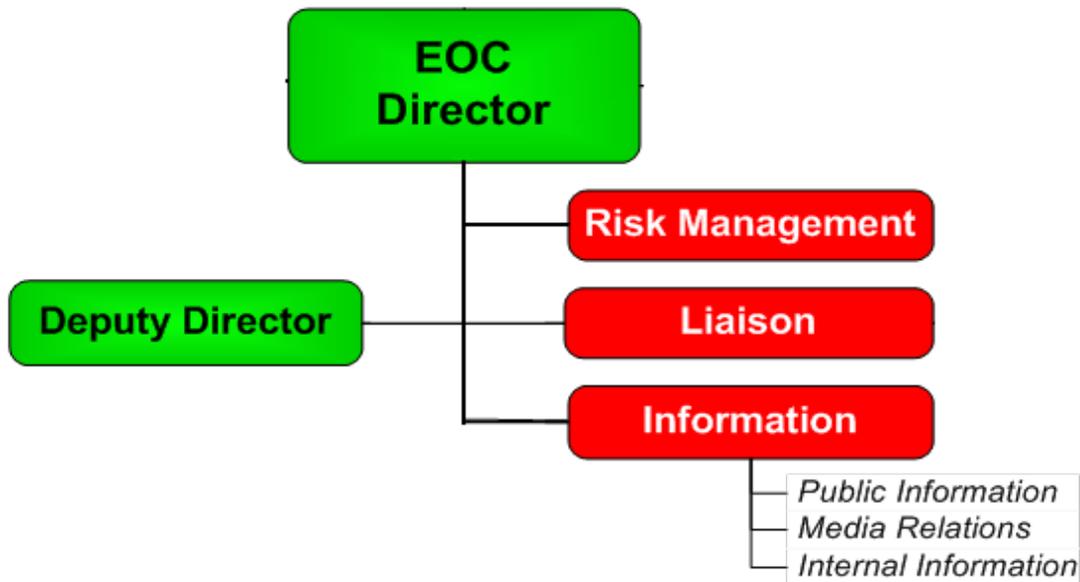
Management Staff provide overall coordination for the response at the site support level.

They are organized into the following separate functions:

- EOC Director
- Deputy Director
- Information Officer
- Risk Management Officer
- Liaison Officer.

Management Staff Roles and Responsibilities

Notes:

Each staff person plays an essential part in the emergency response.

Management staff roles and responsibilities are:

- EOC Director: Overall responsibility for coordinating EOC response activities in support of site
- Deputy Director: supports EOC Director and takes on special tasks as needed
- Information Section: coordinates and arranges the release of any information about the incident to news media
- Risk Management Officer: determines strategies that will promote safety and security during the response
- Liaison Officer: coordinates activities between the EOC Director and representatives of external agencies .

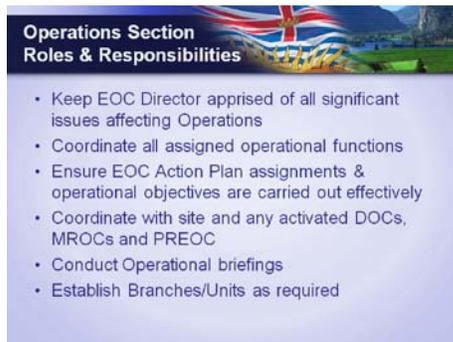## Operations Section
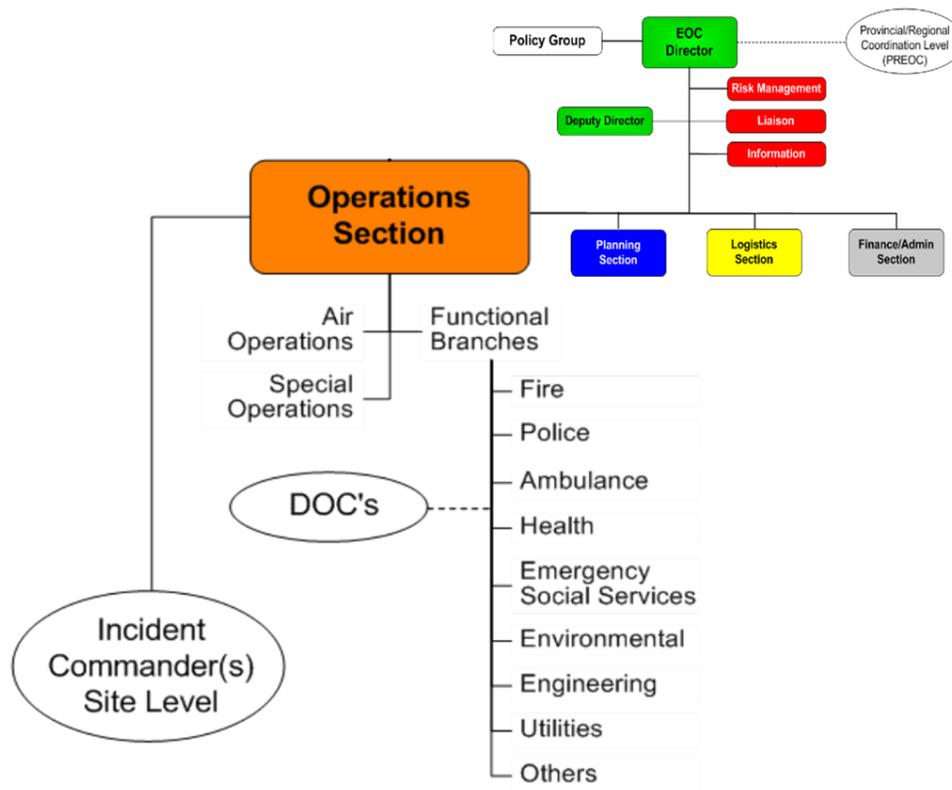
The main role of the Operations Section is coordination of all jurisdictional operations in support of the emergency response through the implementation of the EOC's Action Plan.

The Operations Section coordinates with the site level and DOCs, and is structured in accordance with key response functions (i.e., police, fire, ambulance, public works, and emergency social services).

Operations Section Role and Responsibilities

Notes:

The Operations Section coordinates all operational functions assigned to the EOC. Assignments and operational objectives are identified in the EOC Action Plan.

The Operations Section coordinates with:

- Site response
- Department Operations Centre (DOC)
- Ministry Operations Centre (MROC)
- Provincial Regional Emergency Operations Centre (PREOC).

The specific responsibilities of the Operations Section are to:

- Ensure the EOC Director is kept apprised of all significant issues affecting Operations
- Coordinate all operational functions assigned to the EOC, and ensure assignments and operational objectives identified in the EOC Action Plan are carried out effectively
- Coordinate with any activated DOCs, MROCs and PREOC to convey resource requests and event status information
- Conduct Operational briefings as required or requested
- Establish Branches/Units to support the appropriate level of organization for the Section including the:

  o Operational Area Coordinator(s)
  o Emergency Social Services Branch
  o Agency Operation Branch - Human Services
  o Agency Operation Branch – Critical Infrastructure.

Planning Section
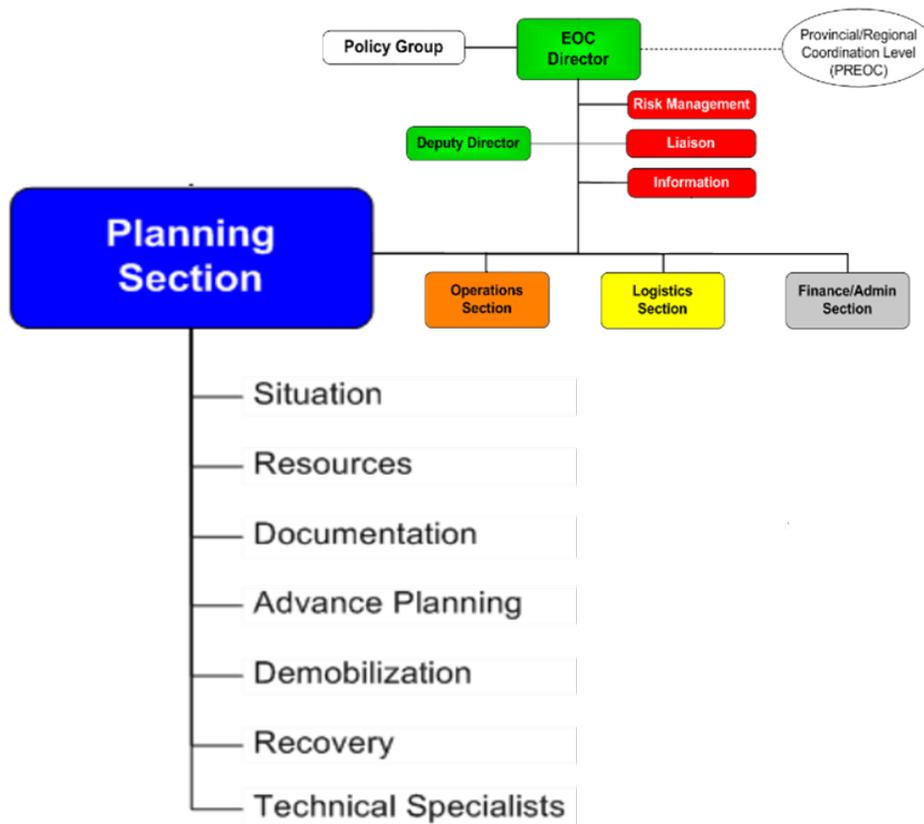
The main role of the Planning Section is collection, evaluation and communication of information about the incident.

The Planning Section may also establish Units to support the appropriate level of organization for the Section including the:

- Situation Unit
- Resources Unit
- Documentation Unit
- Advance Planning Unit
- Demobilization Unit
- Recovery Unit
- Technical Specialists Unit.

The Planning Section communicates all significant issues that may affect planning to the EOC Director. They prepare and distribute the EOC Action Plan and facilitate the action planning process.

Planning Section Roles and Responsibilities
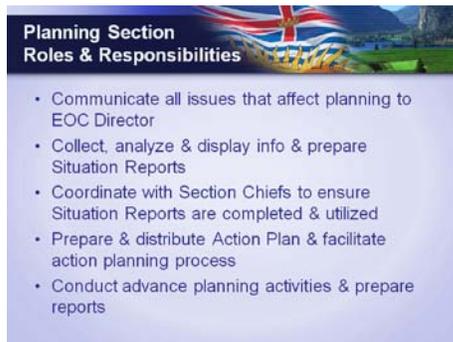
                        Notes:

The specific responsibilities of the Planning Section are to:

- Ensure EOC Director is kept apprised of all significant issues affecting Planning
- Collect, analyze and display information and prepare Situation Reports
- In coordination with Section Chiefs, ensure Status Reports are completed and utilized as a basis for EOC Situation Reports and EOC Action Plans
- Prepare and distribute the EOC Action Plan and facilitate the action planning process
- Conduct advance planning activities and prepare reports
- Document and maintain files on all EOC activities, including resource status information on all equipment and personnel assigned to the incident.

Logistics Section

The main role of the Logistics Section is coordinating and providing facilities, services, personnel, equipment and materials for the EOC and in support of site response.

This includes providing telecommunication services and information technology; locating or acquiring equipment, supplies, personnel, facilities, and transportation; as well as arranging for food, lodging, security and other support services as required for the EOC and field requirements, such as support to Reception Centre(s).

Logistics Section Roles and Responsibilities

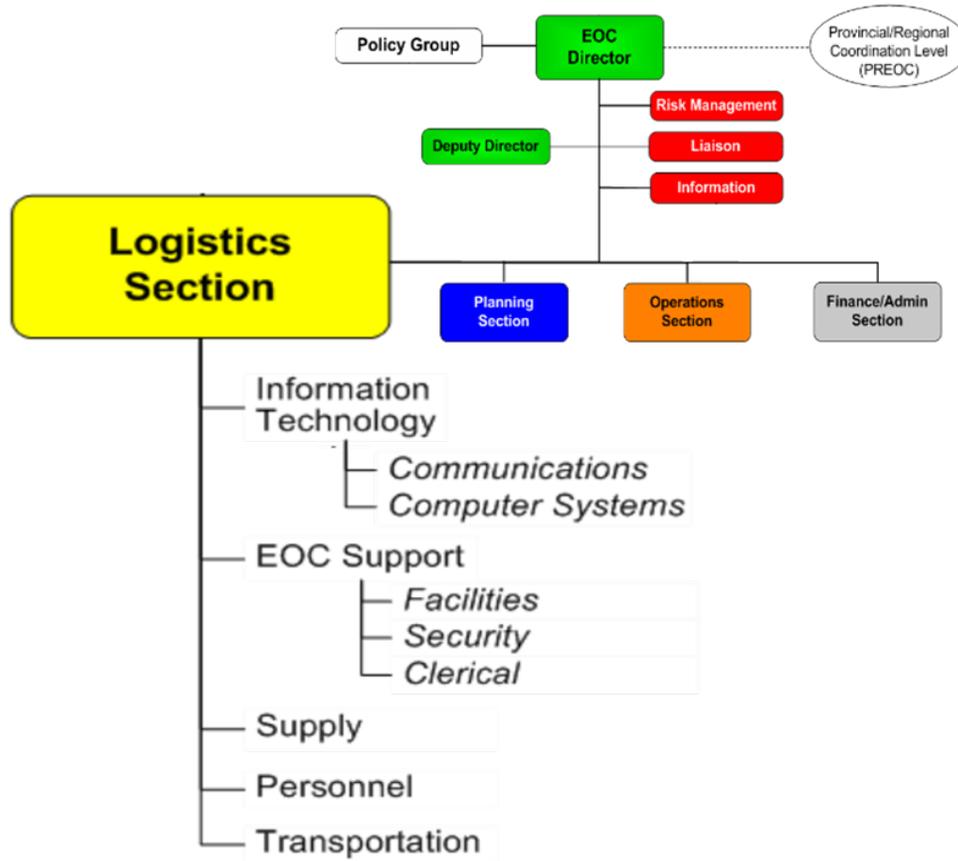Notes:

The specific responsibilities of the Logistics Section are to:

- Ensure the EOC Director is kept apprised of all significant issues relating to Logistics
- Work closely with Operations to establish priorities for resource allocation within the operational region
- Ensure critical resources are allocated according to direction and priorities set out by the Operations Section
- Establish Branches/Units to support the appropriate level of organization for the Section including the:

    o Information Technology Branch (Communications Unit, Computer Systems Unit)
    o Transportation Unit
    o EOC Support Branch (Facilities Unit, Security Unit, Clerical Unit)
    o Supply Unit
    o Personnel Unit.

Finance and Administration Section
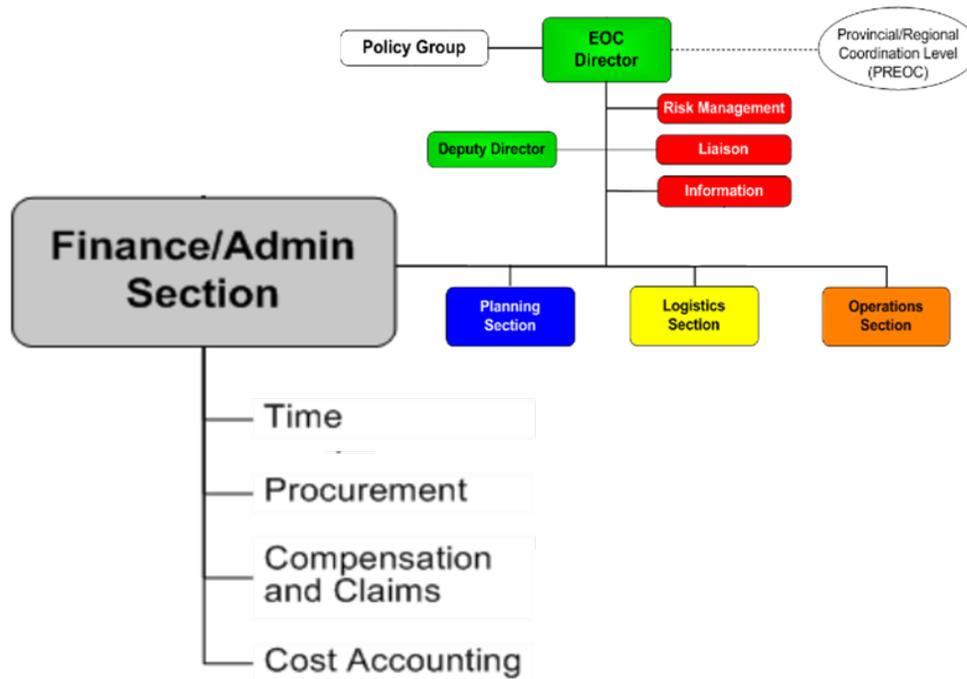
The main role of the Finance and Administration Section ensures financial accuracy related to the emergency response by managing all financial, administrative and cost analysis associated with the event.

Finance and Administration Section Roles and Responsibilities

Notes:

_____

Specific responsibilities of the Finance and Administration Section are to:

- Work with EOC Director to determine expenditure authority levels for the EOC
- Maintain accurate documentation and submit authorization forms to appropriate authorities
- Maintain all financial records (e.g., time sheets)
- Ensure travel and expense claims and other claims (e.g., Worker's Compensation) are processed as expeditiously as possible
- Establish Units within the Section to support response efforts, as needed, including the:

  - Time Unit
  - Compensation & Claims Unit
  - Purchasing Unit
  - Cost Unit
  - Disaster Financial Assistance Unit.

Summary

Activating the EOC is critical to ensuring effective coordination of resources and personnel in support of site during larger scale response.

The primary role of the EOC is to:

- Centralize and coordinate activities of government officials, response agencies and private sector partners
- Facilitate long term response operations
- Provide access to response information
- Identify and allocate resources.

There are numerous activities and functions that the EOC is responsible for during activation. To ensure nothing is missed, functional areas of responsibility are defined and an organizational structure is activated that consists of five main sections.

The five sections are:

- Management
- Operations
- Planning
- Logistics
- Finance and Administration.

The Policy Group has the responsibility for implementing existing policies and developing new policies as needed for the emergency response.

Management Staff provide overall coordination for the response at the site support level.

The Operations Section coordinates all operational functions assigned to the EOCs and supports the emergency response through the implementation of the EOC Action Plan.

The Planning Section's role is the collection, evaluation and communication of information about the incident.

The Logistics Section supports the site response by arranging for and providing services, personnel and equipment and materials for the EOC.

The Finance and Administration Section is responsible ensuring financial accuracy related to the emergency response.

Learning Unit 2.3
Emergency Operations Centre Activities
Introduction

There are a number of recouring activities that take place within the EOC during an Operational Period. The Operational Planning cycle can be used to help define the activities and deliverables for an operational period. This process is just as efficient for smaller, short-term incidents and events as it is for more complex incident planning.

Objective and Topics

Notes:

The objective of this Learning Unit is to "*describe the key activities that occur within the EOC"* which will be covered in eight topic areas:

- Operational Planning Cycle
- Operational Period Components
- Situational Awareness
- Resource Management
- Information Management
- Communications
- Declarations
- Evacuations
- Demobilization.

Operational Planning Cycle

The Planning "P"

The Operational Planning "P" can be used to help define the activities and deliverables for an operational period. This process is just as efficient for smaller, short-term incidents as it is for more complex event planning.

The "leg" of the "P" only takes place once and then leads into the first operational period. The "belly" of the "P" is cyclical and repeats with each operational period.

When the incident is in its early stages, an initial action plan must be developed quickly. The plan then needs to be communicated to everyone involved with the response process. As the operation progresses more detailed planning takes place and the action plan (and associated planning) can be updated.

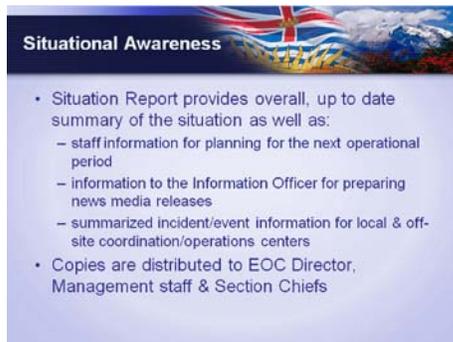## Operational Planning Cycle: Operational Period Components

Notes:

Every operational period includes these components:

- Objectives meeting: The EOC Director establishes objectives for the incident

- Management and general staff meeting: The EOC Director meets with Management and General Staff to gather input and provide immediate direction

- Regional conference call: When an event involves multiple jurisdictions and agencies, the PREOC hosts a Regional Conference Call to update participants and gather information

- In preparation for the planning meeting, the Planning Section will:

  o Review information from the objectives meeting and regional conference call
  o Assess current operations effectiveness and resource efficiency
  o Gather information to support management decisions

- Planning meeting: Management and General Staff review and validate the operational plan

- Action Plan preparation and approval: The Action Plan, with objectives for the next operational period is prepared and approved

- EOC briefing: Conducted at the beginning of each Operational Period to provide the overall situation and presentation of the action plan

- Execute plan and assess progress:

  o The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.
  o The plan is evaluated at various stages in its development and implementation.

Situational Awareness

Notes:

The purpose of the Situation Report is to provide an overall, up to date summary of the situation.

The Situation Report is also designed to provide:

• Staff information for planning for the next operational period

• Information to the Information Officer for preparing news media releases

• Summarized incident/event information for local and off-site Coordination/Operations Centers.

When completed, copies are distributed to the EOC Director and Management staff and Section Chiefs. It is posted on a status board located at the EOC, and a copy is provided to the Provincial Regional Emergency Operations Centre. All completed original forms MUST be given to the Documentation Unit.

Resource Management

Resource Management

- When site resources are exhausted, DOC is contacted
- If unsuccessful, request is forwarded to Incident Commander, then to EOC Operations Section
- If Logistics and Planning Sections cannot fulfill, request is forwarded to EOC Director who forwards it to PREOC
- If PREOC cannot fulfill, request is forwarded to PECC
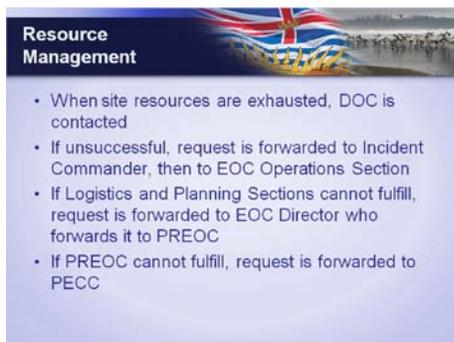
Notes:

Resource requests start at the site level.

When site resources are exhausted and/or unable to fill the need, each responding agency will first go through their Department Operations Center (DOC) (if one is activated) to try to obtain the necessary resource. If the DOC is unsuccessful in filling the resource request it is then forwarded to the Incident Commander. The Incident Commander will assess and prioritize the request before forwarding it to the EOC Operations Section.

If the EOC Operations Section is unable to coordinate filling the resource request with the EOC Logistics and Planning Sections, then the request is forwarded to the EOC Director. The EOC Director then authorizes forwarding the request to the PREOC. Similarly, if the PREOC is unable to fill the resource request, the PREOC Director can forward the request to the PECC.

Information Management

Notes:

_____

During a response it is essential that communication with the public occurs consistently and in a timely manner. As such, it is imperative that Information Management is set up early during an event. Any messaging coming from the EOC must first be approved by the EOC Director.

There are specific responsibilities for managing information that is released by the EOC. The following three areas are key to the success of EOC – Information Management.

- Public Information includes: accurate messaging, setting up a toll-free public information service and coordinating information flow with other agencies.

- Media Relations includes: maintaining positive relationship with media, responding to media calls and coordinating news and information releases.

- Internal Information includes: posting message sheets and FAQs, website maintenance and liaison with Information Officers at EOCs and other locations.

The EOC is the central point that verifies and confirms information related to the local response and response activities. The EOC ensures that:

- The public within the affected area receives accurate information about life, safety procedures, public health advisories, relief and assistance programs and other vital information

- A Toll-Free Public Information Service (hotline or call centre) is established to provide helpful information and advice to the public when required

- Accurate messaging content is developed for media briefings, websites, etc. and public information is distributed

- The EOC coordinates with other agencies on public messaging.
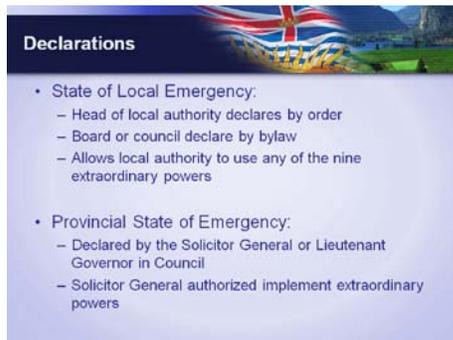
Communications

Notes:

There are various communication methods methods for releasing information to the public. Some may include:

- Hot line or Call Centre
- Website
- Community meetings
- Media
- Social Media.

Declarations

Notes:

_____

The declaration of state of local emergency statutes in the Emergency Program Act enables local authorities to exercise specific emergency powers such as ordering the evacuation of residents from their homes, or prohibiting travel within their jurisdiction and accessing private property when an emergency threatens lives, property or the environment. The use of a declaration of state of local emergency is directly linked to the immediacy (short term) of a situation and intended to be used by the local authority to effectively respond to the emergency.

The process to declare a state of local emergency follows four basic steps:

Step 1—the local authority should send a draft of the declaration and accompanying maps (if only for a portion of the jurisdiction) to the PREOC for review to ensure the order is appropriate, complete and consistent with legislation. Verbal confirmation should be made to ensure receipt and to discuss any suggested revisions.

Step 2—the Mayor, Chair of the Board or assigned alternate signs the declaration of state of local emergency as well as any delegation document outlining the person(s) authorised to use the emergency powers.

Step 3—the local authority must send a copy of the signed declaration, accompanying maps and delegation documents to the PREOC, who will ensure that the Minister responsible is informed as required by legislation. Verbal contact should be made to ensure receipt of documents.

Step 4—the local authority must immediately publically communicate the details of the declaration to the affected residents using any method that it considers most likely to reach them.

Declarations are intended for short periods of time and expire 7 days from the date of issue. The local authority may, with the approval of the Minister or Lieutenant Governor in Council, extend the duration of a declaration of a state of local emergency for periods of not more than 7 days each.

Nine Extraordinary Powers

                    Notes:

During a declared state of local emergency, the local authority is empowered to take course of action deemed necessary to prevent, respond to, or alleviate the effects of an emergency, including any or all of the following nine extraordinary powers:

- acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster
- authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster
- control or prohibit travel to or from any area
- provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services
- cause the evacuation of persons and the removal of livestock, animals and personal property from any area that is, or may be, affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property
- authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the minister to be necessary to prevent, respond to, or alleviate the effects of an emergency or disaster
- cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster
- construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster
- procure, fix prices for, or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment for the duration of the state of emergency

If a state of local emergency has been declared, the Minister may order a local authority to refrain or desist from exercising any one or more of the powers. A provincial declaration of a state of emergency supersedes any local declarations within the boundaries of the provincial declaration.

Evacuations
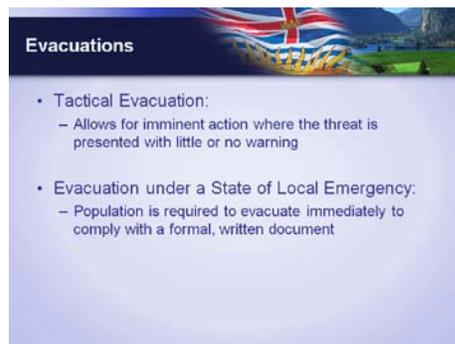
Notes:

There are two *types* of evacuations: a tactical evacuation and an evacuation under a state of local emergency.

A tactical evacuation allows for imminent action where the threat presents with little or no warning, such as those carried out by the Office of the Fire Commissioner or the Wildfire Management Branch.

With an evacuation under a declaration of state of local emergency, the population is required to evacuate the area immediately in accordance with the provisions of a formal written document. Examples of this type of event may include forecasted flood, storm surge or approaching wildfires.

There are several agencies and jurisdictions that have legal authority to close areas and order evacuations under various statutes:

- Fire Services Act
- Wildfire Act
- Health Act
- Environmental Management Act
- Mines Act.

Currently there is no federal legislation that addresses evacuations of people living on First Nation reserves. Provincial legislation does not apply to reserve land. Treaty First Nations, however, may be considered a local authority under provincial legislation depending on the treaty agreement.

Evacuations: Evacuation Stages

Notes:

When it is determined that an evacuation is required, the warning must be timely and accurate. Several agencies and jurisdictions have the legal authority to close areas and order evacuation. Regardless of who orders an evacuation, these Operational Guidelines follow the provincial standard of a three-staged evacuation process.

Stage 1- Evacuation Alert:

* Informs the population at risk of a potential threat or impending danger
* Allows for preparation to leave the affected area
* Provides information about the hazard /emergency zone, evacuation route(s) and Reception Centres
* Does not require a declaration of a local state of emergency.

Stage 2 - Evacuation Order:

* People are ordered to immediately evacuate the area and the information is in the form of a written order
* Generally while the evacuation order is in effect, the area in question will have controlled access and a pass may be required to re-enter.

Stage 3 - Evacuation Rescind:

* Evacuation order is rescinded when authorities determine that it is safe for people to return home; however, it may be reinstated if needed.

Demobilization : Components

Notes:

As site response activities decrease, the level of EOC support required is reduced. The Director will transition the EOC into the Demobilization Phase. This is a structured shutdown of the EOC and involves four aspects: documentation, reduction of staffing levels, facility closure and readiness, and debriefing.

Components:

- Documentation is compiled, stored and made available after the event
- Staffing levels are reduced as services required are reduced
- Facilities are closed and equipment is returned and supplies restocked
- Exit interviews conducted to determine what went well and what needs to be improved for the next activation.

Demobilization: Formal Recognition

Notes:

___

Many volunteers, businesses, and community organizations will have contributed to the emergency response. It is imperative that accurate records are maintained so their contributions can be formally and/or informally recognized. Staff recognition also forms an important part of any response, as it reinforces and rewards the most important outcomes for the organization. An effective staff recognition system is simple, immediate, and powerfully reinforcing.

The recognition can take various forms including:

- Certificate of Appreciation
- Community Service Award
- Letters of commendation from the Director
- Letters of thanks
- Keepsake pins
- Letters to employers who lent employees
- Community recognition.

Summary

In the early stages of the incident an initial action plan must be quickly developed. There are a number of components to this planning phase.

Every operational period includes:

- EOC briefing
- Objectives meeting
- Management and general staff meeting
- Regional conference call
- Preparation for planning meeting
- Planning meeting
- Action Plan preparation and approval.

The Situation Report has several purposes:

- Provide staff information for planning
- Provide information to the Information Officer
- Summarize incident/event information.

The request for resources starts at the site level. Once the request for resources is received by the EOC, it follows an established process to completion.

There are specific responsibilities for managing information that is released by the EOC with regard to:

- Public information
- Media relations
- Internal information.

During a response it is essential that communication with the public occurs consistently and in a timely manner. Any information coming from the EOC must first be approved by the EOC Director.

The declaration of a state of local emergency enables local authorities to exercise one or more of the nine extraordinary powers such as ordering the evacuation of residents from their homes, or prohibiting travel and accessing private property when an emergency threatens lives, property or the environment within their jurisdiction.

There are two types of evacuations:

- Tactical evacuation
- Evacuation under a local state of emergency.

There are three stages to an evacuation:

- Stage 1 - Evacuation Alert
- Stage 2 - Evacuation Order
- Stage 3 - Evacuation Rescind.

Demobilization is a structured shutdown of the EOC and involves four aspects:

- Documentation
- Reduction of staffing levels
- Facility closure and readiness
- Debriefing.

After demobilization, formal recognition in various forms is provided for those involved in the emergency response.

Section 3 Introduction
Emergency Operations

Once an Emergency Operations Center (EOC) is established, there are many tasks that must be performed. This is when both the response and recovery occur, and knowing the differences between the two pillars can have a profound on how some activities are carried out or prioritized.

The EOC relies on:

- Integrated response plans
- Information management
- Teambuilding strategies
- People management
- Program financing.

Outcome

Notes:

At the end of this Section you should be able to "*identify the functions of an Emergency Operations Center that ensure response and recovery occur efficiently and effectively*" by completing three Learning Units:

3.1 Human Services
3.2 Human Resource Management
3.3 Financial Aspects.

Learning Unit 3.1
Human Services
Introduction

Emergency response and recovery is a time when additional people, especially volunteers, are needed. Emergency Social Services (ESS) provides essential services to meet the needs of the people that have been impacted and help them to return to a state of normalcy as soon as possible following an emergency.

When individuals are required to leave their day to day duties to assume response roles, they are often subject to higher levels of stress. Strategies must be in place to mitigate the effects of critical incident stress and assist those who may need help coping. Emergencies and disasters can have long lasting effects that go beyond the actual response time.

Objective & Topics

Notes:

The objective of this Learning Unit is to *"identify the need for human services during response and recovery"* which will be described in nine topics:

- ESS Services
- ESS Responsibilities
- ESS Levels of Activation
- ESS Financial Process
- ESS Mobile Support Team
- Event Progression
- Local Authority Recovery
- Community Recovery
- Resilience Centre.

ESS Services

Notes:

Emergency Social Services (ESS) provides short-term assistance to people and their families that are affected by an emergency. This may involve those that had to leave their homes due to damage or unsafe conditions.

ESS provides the essential services required to help:

- Assist people to meet their basic needs during an emergency
- Assist people to remain independent and self-sufficient
- Reunite families separated by emergency.

ESS Responsibilities

Notes:

Emergency Social Services are coordinated at Reception Centres. Services may also be provided at Group Lodging facilities or directly to people who cannot come to these Centres due to a disability or lack of transportation. ESS is usually provided for up to 72 hours to those in need of assistance.

The provision of ESS varies based on the specific requirements of a community and the scope of the event and its consequences. Services include:

- Food, Clothing and Lodging including food or food preparation facilities to evacuees and emergency response workers; safe, temporary lodgings for those who are forced from their homes and without insurance); and essential clothing, blankets and toiletries to evacuees who have fled their homes with no advance notice

- Emotional Support to evacuees and ESS workers and referring those in need to the appropriate human services agencies

- Family Reunification such as registering evacuees, inquiring about the safety, well-being and whereabouts of individuals, and assistance in the reunification of families

- Volunteer Management Services including deploying people in meaningful ways, giving them a sense of purpose, reacting to their concerns and recognizing their contribution

- First Aid support for evacuees and referring them to appropriate health care facilities when required

- Health Services including assisting people with special needs, such as the elderly or those with physical or mental disabilities, to access necessary services (e.g., nursing care, clean water, food or sanitation)

ESS Responsibilities (cont)

Notes:

- **Information and Communication Services** in the form of accurate, up-to-date information to evacuees and ESS workers, and ensuring that key information flows effectively within and outside a Reception Centre

- **Child Care Services** ensuring parents are able to care for their children, arranging for qualified childcare workers to provide a supportive environment and activities for children dealing with an emergency, and overseeing children who arrive at a Reception Centre without a parent or guardian until Ministry of Children and Family Development is able to attend.

- **Transportation Services** including arranging transportation for evacuees to hotels, motels, or Group Lodging facilities

- **Recreation Services** such as organizing activities for all ages and special needs groups in a Reception Centre or Group Lodging

- **Multicultural Services** providing translation services and tending to the cultural needs of evacuees where appropriate

- **Pet Services** including assisting with the care of domestic pets through the provision of food, water, exercise, and shelter.

ESS Levels of Activation

Notes:

There are three levels of activation for ESS, each one playing an essential part in determining the level of support that needs to be provided.

- Level 1 activation:
    - Occurs as a result of a small, localized event, such as a house fire
    - Affects 1 or 2 households
    - Usually involves less than 12 people.

- Level 2 activation:
    - Occurs as a result of a more significant event affecting more than 12 people
    - A Reception Centre is established for a short period of time
    - A Local Authority EOC may be established.

- Level 3 activation:
    - Occurs as a result of a major emergency such as large scale flooding or interface wildfire
    - Large scale evacuations are needed
    - More than 300 people are usually affected
    - Multiple ESS facilities may be established
    - The duration of operation is usually prolonged
   - An EOC is established.

ESS Activation Process: Step by Step
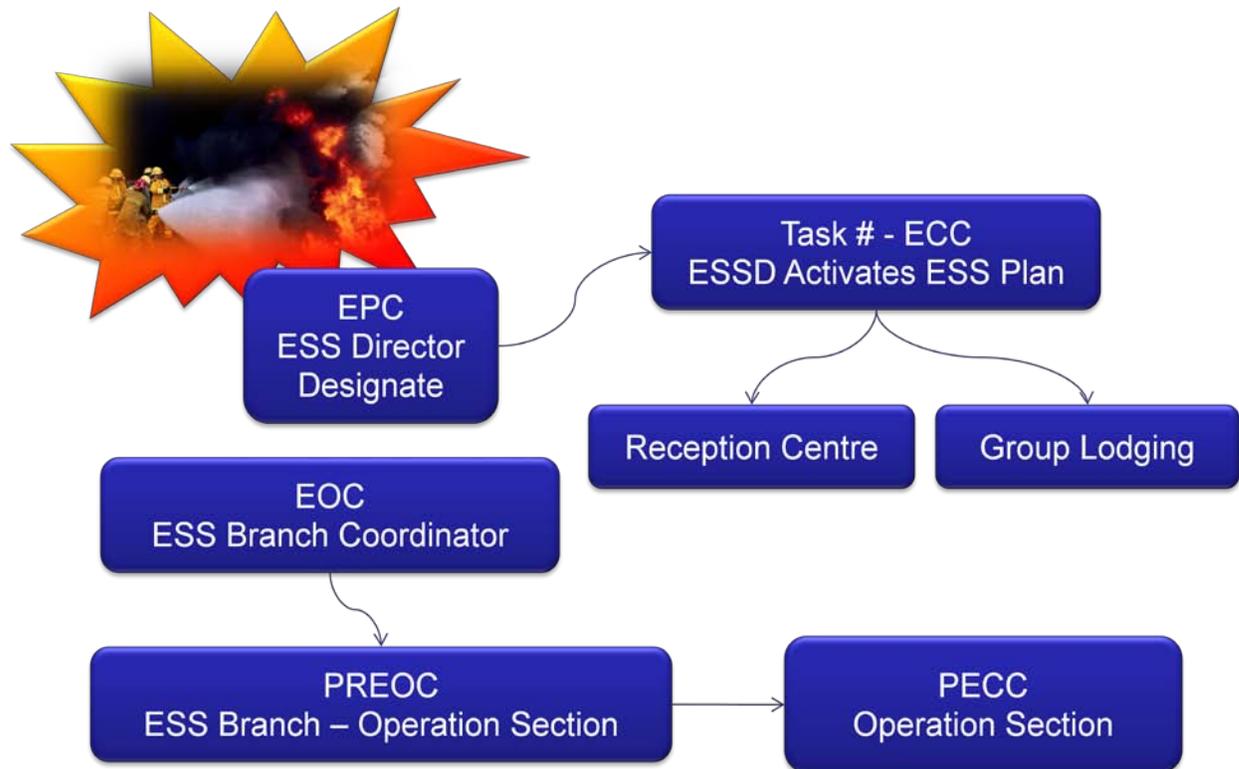
Immediately following the emergency event, ESS is activated and follows a step by step process:

1. The local Emergency Program Coordinator (EPC) or ESS Director (ESSD) receives a call about the incident.

2. The EPC or ESSD call into the Emergency Coordination Centre (ECC) for a task number and activates ESS Plan.

3. ESS may open up a Reception Center or Group Lodging facility based on the need.

4. If the incident is large enough and additional support is required, an EOC may be activated.

5. In larger events or with multiple incidents the PREOC, and consequently the PECC will also activate in support of the local authority.

ESS Financial Process
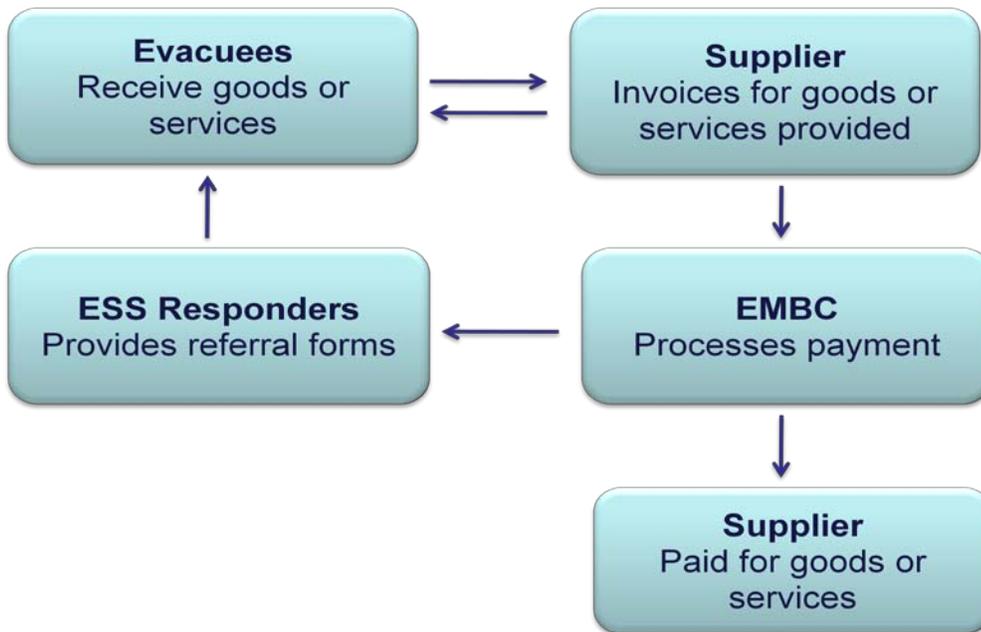
The ESS financial process occurs using the following steps:

- ESS responders provide referral forms to evacuees

- Evacuees use the referral forms to receive goods or services from the supplier

- The supplier invoices EMBC for goods or services based on the referral forms

- EMBC processes payment to the supplier for the goods and services and to the ESS responders for their expenses incurred on task.

ESS Mobile Support Team
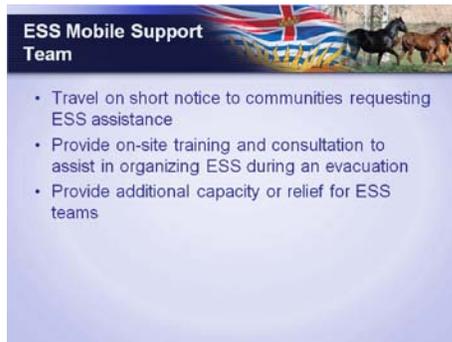
Notes:

_____

In certain situations the local ESS team does not have the capacity to respond to an emergency. The magnitude of the emergency may be too great and support from surrounding communities is simply insufficient.

In this case, the PREOC can activate the Mobile Support Team (MST) which is made up of trained ESS volunteers that are ready to assist the local communities.

Event Progression

When disaster strikes, day to day activities that normally include those associated with planning, mitigation and preparedness come to a halt and response begins.

It is important to initiate recovery efforts almost simultaneously with response. While response is a high intensity, short duration effort - community recovery is a lower intensity, longer duration effort that uses similar levels of resources.

The illustration below shows the conceptual duration and intensity of response and recovery in relation to one another.
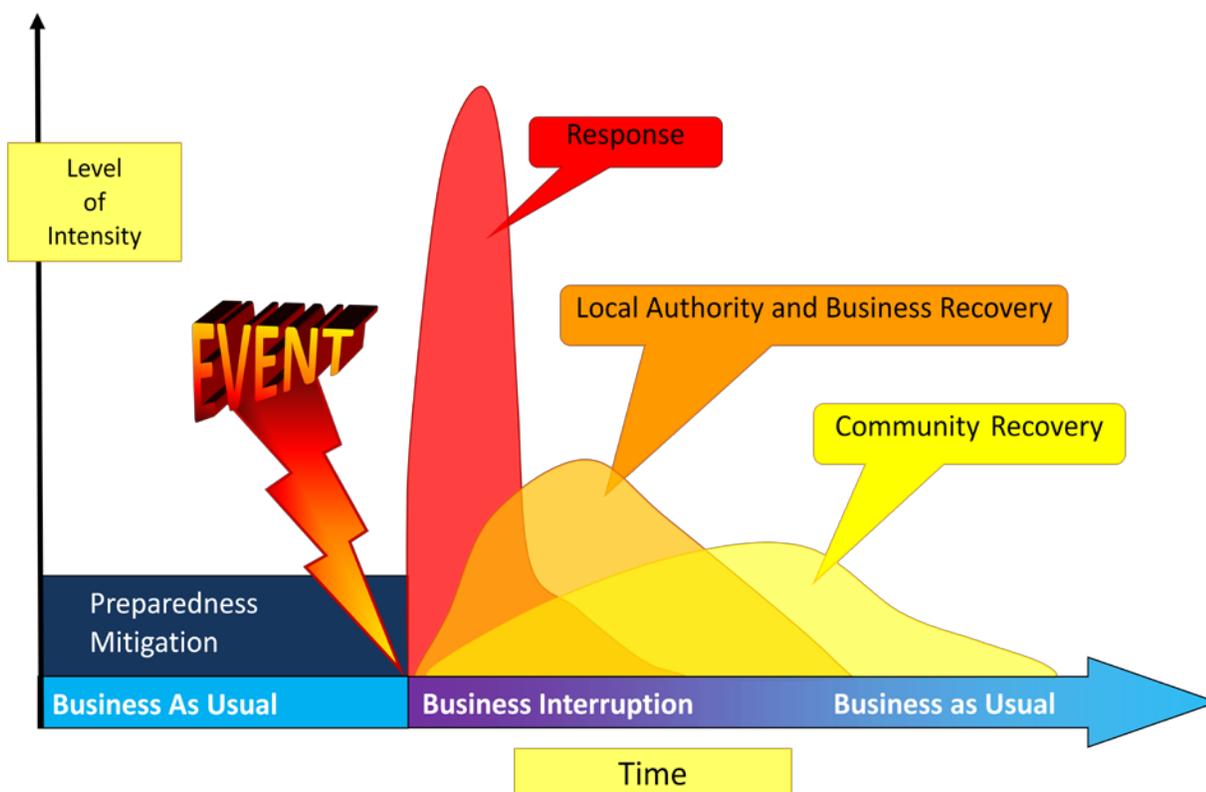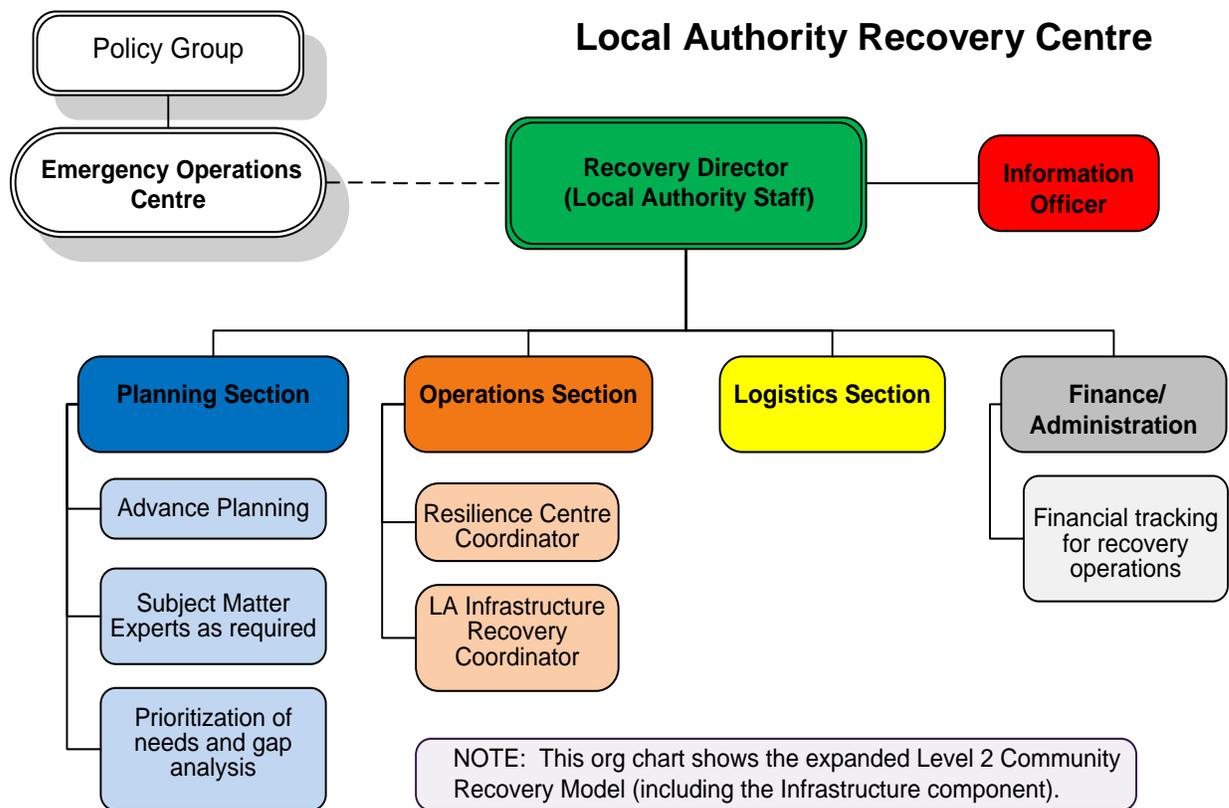
Local Authority Recovery

Notes:

Local authority recovery ensures critical infrastructure such as roads, buildings, dams and dikes are reconstructed and essential services such as utilities are re-established immediately after the incident.

Recovery plans must include a procedure to establish priorities for restoring essential services provided by the community, as well as those services not provided by the community.

Local Authority Recovery Centre

NOTE: This org chart shows the expanded Level 2 Community Recovery Model (including the Infrastructure component).

Community Recovery

Notes:

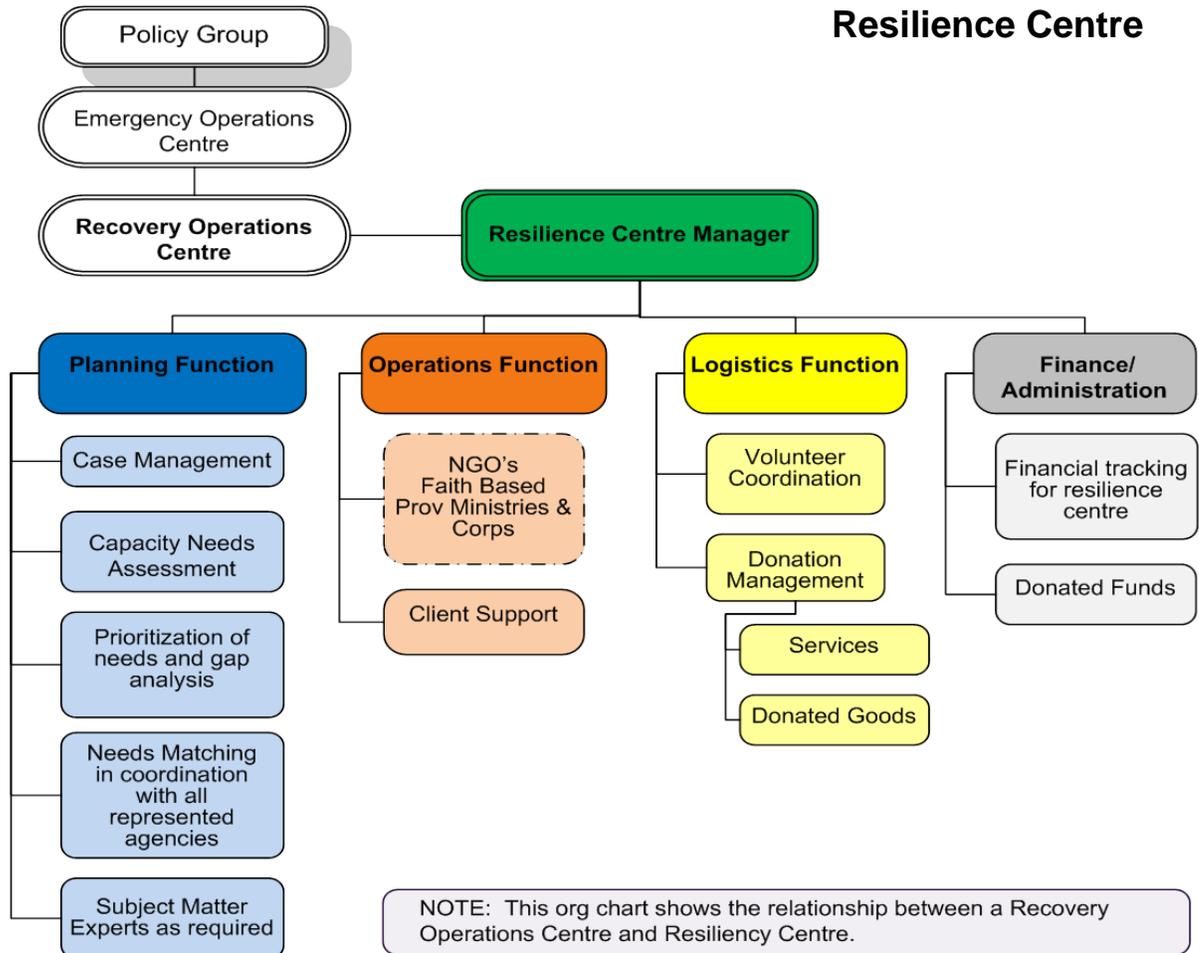Community recovery focuses on recovery from:

- Human suffering
- Physical damage
- Economic impairment resulting from disaster.

The community recovery aim is to:

- Limit losses
- Reduce suffering
- Restore psychosocial and economic viability
- Empowering people to help themselves
- Perform and act on needs assessments.
.

Community Recovery

Resilience Centre

NOTE: This org chart shows the relationship between a Recovery Operations Centre and Resiliency Centre.
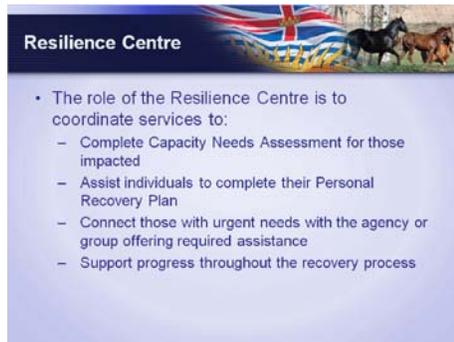
The purpose of the Resilience Centre is to assist impacted individuals through the recovery process by providing a centralized location for coordination of the various agencies and groups offering guidance, advice and assistance.

While all the needs of those impacted may not be met, providing a one-stop shop ensures that stakeholders have the opportunity to assist community members.

This type of assistance empowers a community and helps build resilience.

Resilience Centre

Notes:

_____

The role of the Resilience Centre is to coordinate services to:

- Complete Capacity Needs Assessment for those impacted
  - The Capacity Needs Assessment form ensures the Resilience Centre has a full understanding of the most urgent needs.

- Assist individuals to complete their Personal Recovery Plan
  - This form would be retained by the impacted individuals and is designed to help them focus on practical next steps in the recovery process.

- Connect those with urgent needs with the agency or group offering required assistance
  - This could be anything from providing contact with public health authorities regarding water testing, assistance with cleanup of property, faith-based counselling or any other assistance to advance to the next recovery step.

- Support progress throughout the recovery process
  - This support can be done by NGOs and faith-based volunteer organizations and should be done in a coordinated manner with the information being brought back and shared within the collaborative environment of the local authority's resilience centre.

Summary

This Learning Unit has highlighted the components of emergency management that are intended to support people and their families as they cope with issues arising during and immediately following an emergency.

The loss of life and the social and economic disruption caused by emergencies can be devastating for individuals and communities. Support is required for those impacted by such events from the onset of the emergency and through to the recovery phase.

ESS response efforts focus on supporting people affected by the event by providing them with information and other critical services such as food, clothing, shelter, health care including addressing the emotional consequences such as stress and feelings of grief and anger.

Other response efforts must concentrate on the repair and restoration of essential services and infrastructure, such as roads, electricity and communication networks.

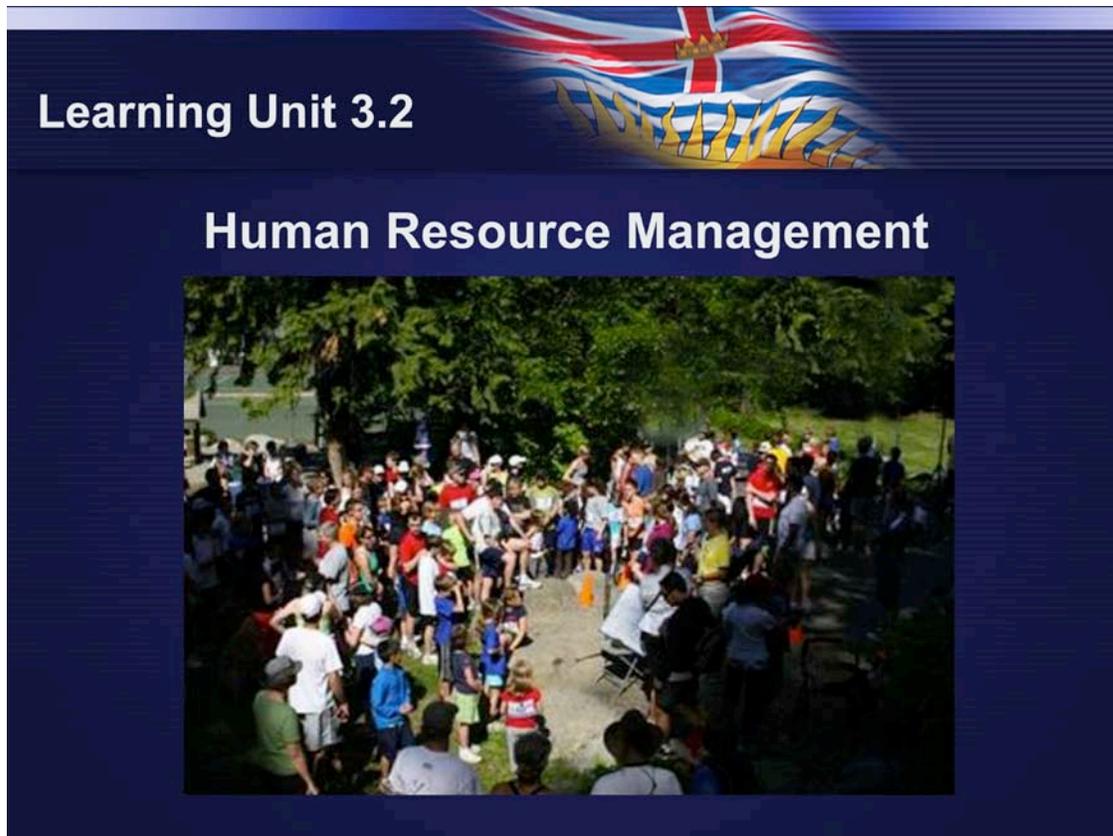The community recovery aim is to:

- Limit losses
- Reduce suffering
- Restore psychosocial and economic viability
- Empowering people to help themselves
- Perform and act on needs assessments.

Establishing a Resilience Centre provides impacted residents with information about available services and opportunity to access community and volunteer resources in a single, coordinated location.

Learning Unit 3.2
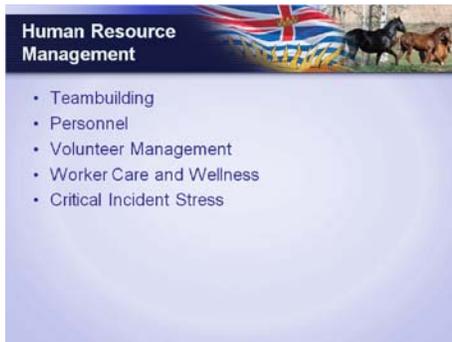**Human Resource Management**
Introduction

During the response phase, human resource management is essential, and effective management of people is successful when everyone acts in a coordinated and focussed manner. This can prove especially challenging during emergency response as stress levels tend to be higher.

Objective & Topics

Notes:

_____

The objective of this Learning Unit is to *"identify human resource management strategies to use during response and recovery"* which will be described in five topics:

- Teambuilding
- Personnel
- Volunteer Management
- Worker Care and Wellness
- Critical Incident Stress.

Teambuilding

Notes:

It is critical that partnerships are built among the people working in the EOC so that the outcomes of the emergency response and recovery are the central focus and everything that has to be accomplished is done efficiently and effectively.

The key to success in the EOC is teamwork and the key to effective teamwork is good leadership. A leader is someone who:

- Provides vision, sets direction and motivates others to follow that direction
- Gets everyone to think not only about his or her specialty, but how to integrate their work with the overall goals of the EOC Action Plan
- Builds strong, positive relationships between staff and leadership.

Personnel

 Notes:

There are a great number of people involved in response and recovery, including staff, volunteers and contractors from various agencies. Consideration needs to be given to where additional human resources can be obtained and which are best suited for the particular role.

Internal staff can be activated rapidly and spending authority and decision making ability can be assigned prior to the emergency event. They are also familiar with jurisdiction specific business processes and facilities.

Contractors and volunteers can bring specialized skill sets and help to greatly augment response capacity.

Volunteer Management

Notes:

Successful response is often hinged on the additional capacity and technical expertise that is provided by volunteers. When working with volunteers, there are additional considerations that need to be taken into account. Effective volunteer management applies not just during times of response, but year round.

Some points to be aware of when using volunteers are:

- **Motivation to stay -** may be different than what drives people to volunteer - the more involved people are, the more likely they will stay involved.

- **Concerns over pay issues -** volunteers mixed with regular staff may have issues over pay - be aware of, and proactively resolve these issues.

- **Lengthy deployment** - volunteers may have concerns about committing long periods of time - you may need to make them temporary employees.

- **Legal protection and support** - provide legal protection and support in the form of Worker Compensation coverage, liability insurance, training, and expense reimbursement.

- Some ways to manage volunteers effectively are to:
  o Understand and meet their needs
  o Match their skills and interest
  o Set them up for success
  o View them as clients and provide opportunities to develop skills
  o Designate a volunteer liaison/resource professional
  o Maintain a positive organizational climate
  o Welcome diversity
  o Be flexible
  o Don't burn people out
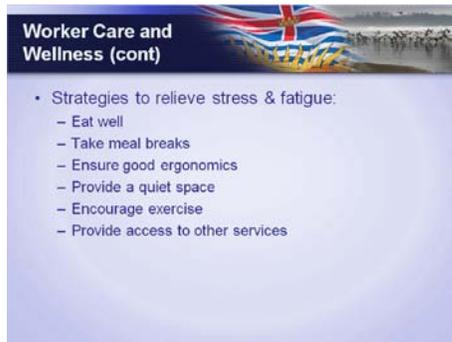 o Recognize contributions.

Worker Care and Wellness
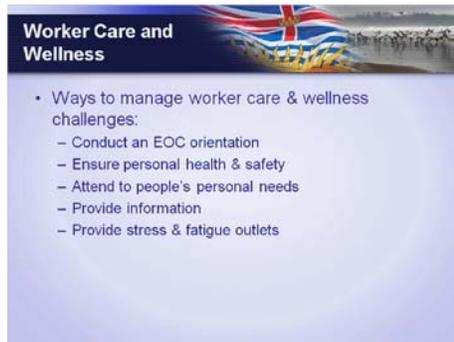
Notes:

There are some personal care and wellness challenges that need to be accommodated when people are volunteering during an emergency. Here are a few good practices:

- **Conduct an EOC orientation** – this makes people feel welcome, provides information, establishes reporting relationships and ensures personal needs have been addressed.

- **Ensure personal health and safety** – ensure all work sites maintain an effective health and safety system and comply with the Worker's Compensation Act – Occupational Health and Safety Regulation.

- **Attend to people's personal needs** – if responders' families are being cared for, they can focus their attention on response duties.

- **Provide information** – helps to support people and reduces stress; communicate carefully with internal staff, external stakeholders and the community.

- **Provide stress and fatigue outlets** – give people opportunities to release stress by incorporating physical and mental wellness strategies into daily activities.

Worker Care and Wellness: Wellness Strategies

Worker Care and Wellness (cont)

- Strategies to relieve stress & fatigue:
  - Eat well
  - Take meal breaks
  - Ensure good ergonomics
  - Provide a quiet space
  - Encourage exercise
 - Provide access to other services

Notes:

Wellness strategies are important during any emergency. Some ways to release stress and fatigue include:

- Eat well from a well-considered menu of quality food
- Take meal breaks of 30 minutes to 1 hour, away from the work station once every 5 hours
- Ensure good ergonomic design of workstations
- Provide an area designated as a quiet space for short rest periods and quiet reflection
- Encourage exercise and a change in activity rather than just passive rest during breaks
- Providing access to other services may be desirable to workers.

Perhaps the most important way to care for people and ensure wellness is to make certain that the working environment and culture in the EOC is positive and allows self-care to occur.
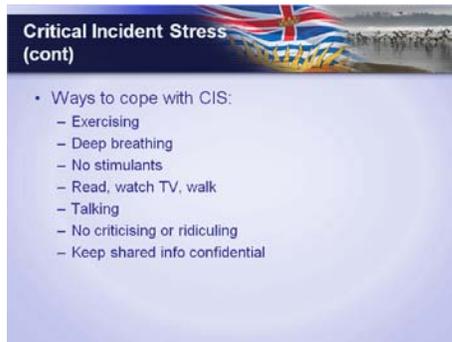
Critical Incident Stress
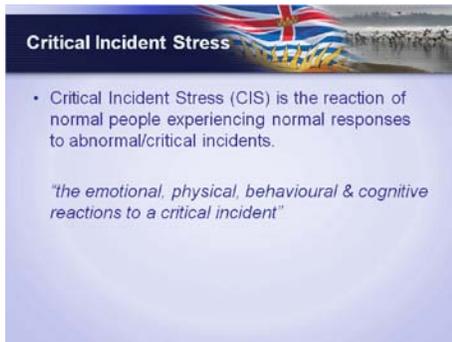
Notes:

Emergencies can be associated with critical incidents that can cause stress. Critical incidents may produce a wide range of stress symptoms, which can appear immediately at the scene, a few hours later, or within a few days of the event. The more traumatic the incident, the more powerful the stress reaction will be.

Critical incidents are defined as *"any type of situation which causes personnel to experience unusually strong emotional reactions which have the potential to interfere with their ability to function either at the time or later."*

Events that are traumatic, overwhelming or prolonged in duration, can have an emotional impact on responders where they may experience significant stress reactions or Critical Incident Stress (CIS). CIS is defined as *"the emotional, physical, behavioural, and cognitive reactions to a critical incident"*. CIS is the reaction of normal people experiencing normal responses to abnormal/critical incidents.

Critical Incident Stress (cont)

Notes:

It's important to manage critical incident stress to avoid serious psychological disorders which could even affect the whole group.

Some suggestions to cope with stress and reduce its impact are:

- Exercising immediately after the critical incident
- Deep breathing exercises
- Refraining from stimulants (coffee, tea, alcohol, sugar, and fats)
- Reading, watching TV, or taking a walk if having problems sleeping
- Talking to a trusted colleague about feelings
- Not criticizing or ridiculing – yourself or others
- Keeping shared information strictly confidential.

Critical Incident Stress Management services are available and can be coordinated through the employer.

Summary

It's important to recognize that effective emergency management is not possible without people. With good leadership, experienced staff and respectful workplace strategies in place, response and recovery efforts have a much higher chance of success.

Recognizing the impact stress can have on staff and employing wellness strategies ahead of time, can have significant pay off during emergency response.

Learning Unit 3.3
Financial Aspects
Introduction

The cost of responding to emergencies can be very expensive for local governments. The activities involved during emergency response and recovery can require substantial short term expenditures that may be financially challenging.

Emergency financial resource considerations include:

- Federal and provincial emergency planning and assistance programs that fund emergency management
- Local authority taxation which is used to fund the local emergency program
- Resources available for personal disaster financial assistance
- Eligibility for reimbursement, grants, donations, tax allocation as a result of emergency response and recovery efforts.

Objective and Topics
Introduction

Notes:

_____

The objective of this Learning Unit is to "*identify the financial aspects of emergency response and recovery"* which will be covered in four topics:

- Emergency Program Funding
- Local Authority Financial Process
- Response Costs and Claim Procedure
- Recovery Costs and Claim Procedure.

Emergency Program Funding

Notes:

Developing and operating an emergency program can be financially challenging. Funding must be stable yet flexible enough to accommodate adjustments that may happen periodically.

Aspects of local emergency program funding to consider are:

- Most jurisdictions obtain funds through direct taxation of its residents
- Jurisdictions develop capital and operating budgets for their program
- Local partners increase community resiliency with funding and in-kind donations.

Local Authority Financial Process

Notes:

EMBC has developed a Financial Assistance Guide that provides local authorities and First Nations with information about claim procedures. Provincial financial assistance is available for eligible local authority response and recovery costs.

EMBC financial assistance includes:

- **Local Authority Response:** costs may begin before impact and may continue as long as the event is in progress

- **Local Authority Recovery:** costs apply to the repair or replacement of structures, equipment and materials essential to the local authority's function and operation

- **Community Recovery:** recognizes community and individual needs - successful when conducted in a coordinated manner

- **Recovery Administration Costs:** general administrative costs associated with individual recovery projects may qualify for financial assistance for amounts up to 10 % of eligible costs

Business Interruption losses, including local authority costs and interrupted revenues do not qualify for financial assistance.

Response Costs and Claim Procedure

Notes:

Eligibility of response costs is based on a number of factors.

Eligibility factors include:

- **Type of Event -** Most disasters caused by natural hazards may be considered for financial assistance under BC legislation, including floods, severe winter storms, landslides and mudslides, and some wildfire situations. However, not all emergencies or disasters will qualify for financial assistance.

- **Event Size or Magnitude -** Most emergency events a local authority may face will be small in size and require relatively little response effort. Minor floods or snow storms, for example, would not automatically trigger provincial assistance for response costs.

- **Nature of Expenditure -** The nature of the response expenditure is an important factor to consider. Only response expenses and staff time over and above normal day-to-day costs are eligible for assistance.

- **Contract and Equipment Rates -** There are no provincial limits on what a local authority may pay for service contracts and equipment rentals during response. However, there are limits on the rates eligible for financial assistance from the province. The province will only assist a local authority with equipment rental costs up to the rates accepted by the province. These rates are readily available in the *Blue Book - Equipment Rental Rate Guide*.

- **Compensation through Other Means -** If the local authority has access to funds for response expenditures through other means, the province may reduce or forego payment to the local authority.

Response Costs and Claim Procedure (cont)
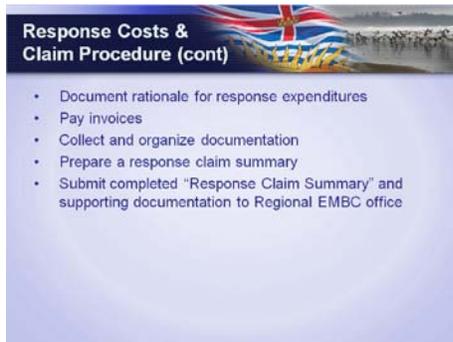
Notes:

To request financial assistance with response expenditures, local authorities must undertake the following procedure:

- Document rationale for response expenditures
- Pay invoices
- Collect and organize documentation
- Prepare a Response Claim Summary
- Submit completed Response Claim Summary and supporting documents to Regional EMBC office.

Criteria:

- Claim must be eligible – all eligible expenses are listed in the Financial Guidelines; if extraordinary, pre-approval must be sought from PREOC
- Supporting evidence must be provided along with task number.

Recovery Costs and Claim Procedure

Notes:

_____

Recovery costs can only be compensated if the Province authorizes an event for Disaster Financial Assistance (DFA)

The Disaster Financial Assistance program is administered by the Ministry responsible for emergency management under the authority of the Compensation and Disaster Financial Assistance Regulation.

DFA is a funding program that provides financial assistance to assist individuals and communities in their recovery from natural disasters, which have resulted in uninsurable property and infrastructure damage. Typically these disasters involve overland flooding, but other forms of natural disasters such as landslides may be included.

Eligibility for financial assistance with recovery costs does not depend on a declaration of a state of emergency either by the province or by the local authority. It does, however, require the authorization of the Minister.

The Disaster Financial Assistance Program (DFA):

- Provides financial assistance to individuals and communities for recovery from natural disasters
- Only when authorized for uninsurable events

Recovery Costs and Claim Procedure

Notes:

During recovery only certain materials and assets are eligible for financial assistance.

 Materials and assets include:

- **Local authority materials -** equipment and materials essential to the functions and operation of the local authority such as essential office and institutional furnishings

- **Local authority structures -** government and public buildings, police and fire stations, and public recreational facility structures essential to the functions and operations of the local authority

- **Public works -** streets, roads, bridges, dams, breakwaters, wharves, dikes, levees, drainage facilities, flood control and irrigation systems and publicly owned sewer and water utilities

- **Public facility -** an eligible local authority structure or any one of the eligible public works

- **Private Sector -** the following categories are eligible for DFA
    - Home owners
    - Residential tenants
    - Small businesses
    - Farm owners
    - Charitable or volunteer organizations

Residents need to apply individually.

Recovery Costs and Claim Procedure (cont)
Eligibility
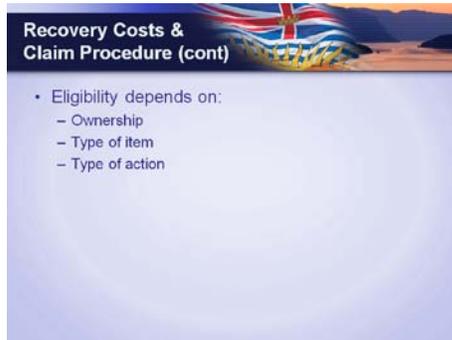
Notes:

Recovery costs are eligible based on three factors:

- **Ownership -** recovery costs related to public facilities and materials that it owns and for which it can demonstrate ownership

- **Type of Item -** recovery costs related to rebuilding or restoring public facilities, structures and public works or replacing materials that are essential to the functions and operation of the local authority

- **Type of Action -** even for structures that would otherwise be eligible, the province can only assist with restoration to pre-disaster condition unless current building codes dictate otherwise.

Recovery Costs and Claim Procedure (cont)
Application procedure

Notes:

As the event progresses, local authorities need to be in communication with their regional EMBC office, providing supporting documentation to offer clarity to the scope and scale of the event. This allows the Province to better assess an event for DFA eligibility. The following steps outline the process for DFA:

- Local authority suggests to Regional EMBC office the event be considered for DFA
- Province authorizes the event if DFA is eligible
- Complete & submit "Local Government Application for DFA" form
- Complete & submit "Recovery Plan" & documentation
- Complete & submit "Recovery Claim Summary" & documentation
- Receive financial compensation on eligible costs

Submission sent to Recovery & Funding Programs at EMBC – Keating office

Recovery Costs and Claim Procedure (cont)
Expense Eligibility

Notes:

Eligible and/or pre-authorized response costs incured under task, are processed through the regional EMBC offices and are elegible at 100% as authorized through the Emergency Program Act.

Recovery costs, if DFA is authorized for the event, are eligible at 80% after the first $1000.00. This applies to local authorities and private sector alike. This is legislated by the Compensation and Disaster Financial Assistance Regulations

The type of expense determines the percentage of eligible assistance:

- Local authority response is 100% eligible
- Local authority infrastructure recovery is 80% eligible
- Business interuption has no eligible costs.

Summary

The local government cost of responding to emergencies can be very costly. The activities involved in an emergency response and recovery event can require substantial short term expenditures that may be financially challenging.

Funding must be stable and needs to be flexible enough to accommodate adjustments that may happen periodically.

Local emergency program funding comes from:

- Direct taxation
- Capital & operating budgets
- Local partner funding & in-kind donations.

Provincial financial assistance is available for eligible local authority response and recovery costs:

- Local Authority Response
- Local Authority Recovery
- Community Recovery
- Recovery Administration.

Eligibility for response costs is based on a number of factors:

- Type of event
- Event size or magnitude
- Nature of expenditure
- Contract and equipment rates
- Compensation through Other Means.

To request financial assistance with response expenditures, specific criteria must be met and the appropriate procedure followed:

- Document rationale for response expenditures
- Pay invoices
- Collect and organize documentation
- Prepare a response claim
- Submit completed response claim summary.

Disaster Financial Assistance Program (DFA):

- Provides financial assistance to individuals and communities for recovery from natural disasters
- Only when authorized for uninsurable events

During recovery only certain materials and assets are eligible for recovery costs including:

- Local authority materials
- Local authority structure
- Public works
- Public facility.
- Private Sector
    o Home owners
    o Residential tenants
    o Small businesses
    o Farm owners
    o Charitable or volunteer organizations

Eligibility for recovery costs is determined based on three factors:

- Ownership
- Type of item
- Type of action.

Procedure for recovery costs:

- Local authority suggests to Regional EMBC office the event be considered for DFA
- Province authorizes the event if DFA is eligible
- Complete & submit "Local Government Application for DFA" form
- Complete & submit "Recovery Plan" & documentation
- Complete & submit "Recovery Claim Summary" & documentation
- Receive financial compensation on eligible costs

Submission sent to Recovery & Funding Programs at EMBC – Keating office

The type of expense submitted determines the percentage of eligibility