

Emergency Management Plan

Queen's University



Queen's
UNIVERSITY

This document is available in alternate formats upon request. Please contact the Department of Environmental Health & Safety at (613) 533-2999 or safety@queensu.ca

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CONTROLLED COPY DISTRIBUTION LIST

Internal (Confidential Information Included)

Master Binder (Controlled by the Department of Environmental Health & Safety)

Office of the Principal
Office of the VP (Finance & Administration)
Office of the Provost & VP (Academic)
Office of the VP (Research)
Office of the VP (Advancement)
Office of the VP (University Relations)

AVP, Facilities
AVP & Dean Student Affairs
CIO
AVP Finance
Dean's Group (Applied Science, Arts & Science, Education, Graduate Studies,
Health Sciences, Law, School of Business)

Director, Campus Security

At least two copies of the plan will be provided to each position listed above.
Emergency Management Group members should keep a copy of the plan at home
as well as the office.

External (Confidential Information Not Included)

City of Kingston
Mayor's Office
Office of Emergency Management
Kingston Police Services
Kingston Fire & Rescue

Frontenac Regional Ambulance
KFL&A Health Unit
Kingston General Hospital

A public version of this plan will be available on the Department of
Environmental Health & Safety website at: www.safety.queensu.ca/

RECORD OF REVISION

Date	Revision
August 2012	Updating Chain of Command and related text to incorporate Provost.
June 2014	Change of Information Officer position to match new VP (University Relations) position.

Note: The Queen’s University Emergency Response Plan does not go through a formal annual review. Instead, this plan goes through continuous, on-going changes based on the results of actual events, post-exercise drills and activities, and inputs from the sections or groups tasked in this plan.

By posting these changes on the Department of Environmental Health & Safety website, the most up-to-date version of this plan is instantly available to the University community and partner responders.

Queen's Emergency Management Plan

1.0 INTRODUCTION

An emergency can be defined as any unplanned event that could cause significant injuries or deaths to employees, students or visitors; extensively disrupt or destroy infrastructure, service or scheduled activities; cause environmental damage or threaten the institution's financial standing or reputation.

Due to the wide variety of potential emergencies and their possible impact on Queen's, a good deal of personal judgement and situational decision making must be employed by those individuals responsible for emergency management at the University. This plan, therefore, provides a management structure, key responsibilities, emergency assignments and general guidance, rather than specific step-by-step directions.

In support of the University Emergency Management Plan, faculties and departments are responsible for developing their own plans that feed into the overall Emergency Management Plan. These plans should include internal guidelines for individual and departmental emergencies and should include provisions for both prevention of and recovery from emergencies. These plans must be reviewed and updated on a regular basis.

Wherever possible, Queen's shall ensure the response efforts are consistent with those of the wider Kingston community. Consideration should also be given to accessing the emergency response services offered by Municipal, Provincial, and Federal government institutions in the local area.

Queen's off-campus interests include Herstmonceux, the Biology Station, the Donald Gordon Centre, Apartment and Housing properties, the Sudbury Nutrino Observatory as well as individuals and groups on field trips, sabbaticals, training courses or providing consultation services. While emergencies occurring at these locations or to these individuals are not likely to extensively disrupt activities on the main or west campus, they will affect Queen's operations. In addition, Queen's has many researchers and staff working at the teaching hospitals located throughout the city, which have their own individual emergency plans.

While each off campus unit or group is responsible for producing a local emergency plan consistent with that of their governing department, individuals

and small groups should advise the Emergency Report Centre (ERC) at 613-533-6111 as quickly as is feasible, if they are involved in an emergency. If necessary, the ERC will inform the appropriate Queen's personnel, and the appropriate parts of this plan will be put into place, including the notification of the media. In addition, the Director of Environmental Health and Safety will liaise with the respective Medical Centre Officials to ensure that their individual response plans are shared with the University and that these plans reflect a coordinated effort of activities on campus consistent with the University's plan.

2.0 AIM AND OBJECTIVES

The aim of this plan is to provide the framework necessary to plan, initiate and execute an effective response to an emergency, so that the negative impact on the University and Queen's community is avoided or minimized. The objectives of this plan are:

- To provide a mechanism that the University can utilize to plan for potential emergency situations.
- To establish a mechanism for the overall control of emergency operations.
- To ensure the safety of faculty, staff, students and the public.
- To provide and analyze information to support decision-making and response action plans during an emergency.
- To ensure the prompt elimination of all sources of potential danger.
- To manage Queen's resources effectively in response to an emergency.
- To evacuate any building or area considered to be a hazard.
- To provide prompt, factual information to internal and external agencies and individuals as required.
- To identify external sources of assistance available, preferably as laid out in a letter of agreement between Queen's and the assisting agency.

The Emergency Management Plan does not supersede or replace existing emergency response procedures in place at the University (Threat Assessment, Death of a Student Protocol, etc). The plan supplements those procedures with an emergency management structure, which provides for an immediate focus on management of campus-wide response operations and the early and effective transition to recovery operations.

The University Emergency Management Plan is an overarching plan that provides the framework for the development and implementation of faculty and

departmental plans. Each Academic and administrative unit should ensure that appropriate emergency procedures and plans are in place. The dean or department head should consider the following:

- The necessary precautions to protect people, critical research, animals irreplaceable records, archives, valuable materials and equipment within their areas;
- The maintenance of appropriate emergency contact information and lists for all personnel within their areas;
- The contingency plans that are required for maintaining or restoring essential business function;
- The need during an emergency to be prepared to provide critical information to the incident commander or responding emergency teams as needed.

As each faculty or departmental emergency plan is developed, it will be submitted to the Director Environmental Health & Safety for review and incorporation into the University emergency management framework.

3.0 AUTHORITY / CHAIN OF COMMAND - EMERGENCY MANAGEMENT

This plan provides an organized management structure for the Queen's campus to follow during emergencies. It is designed as a flexible system in which part, or the entire plan, may be activated as appropriate to the situation. It is based on the worst case scenario and provides for the critical functions and roles of the University during a response.

It is considered a management tool that provides the organizational structure and general procedures for the management of information, activities and operations during an emergency. The plan is based on the Incident Command System (ICS), the management structure that has been adopted throughout the Canada and the United States for emergency response. This approach to emergency management is based on four sections, which is supported by groups or teams. These groups or teams contain functional positions for each critical operation of the University during an emergency. The system is scalable to the size or complexity of the emergency situation and provides smooth transitions to restoration of normal services and the implementation of programs for recovery.

The chain of command for emergency management at Queen’s University is outlined in Figure 1.0. The positions listed in Figure 1.0 represent the members of the Emergency Management Group (EMG), who are responsible for implementing whatever measures are necessary to protect life and property from the effects of emergency events. This includes the commitment and use of university personnel, equipment and financial resources, as may be required to cope with an emergency situation.

The EMG may function with a subset of the members depending on the availability of individual members or the nature of the emergency. While the EMG may not require the presence of all members, all members of the committee must be notified of the emergency.

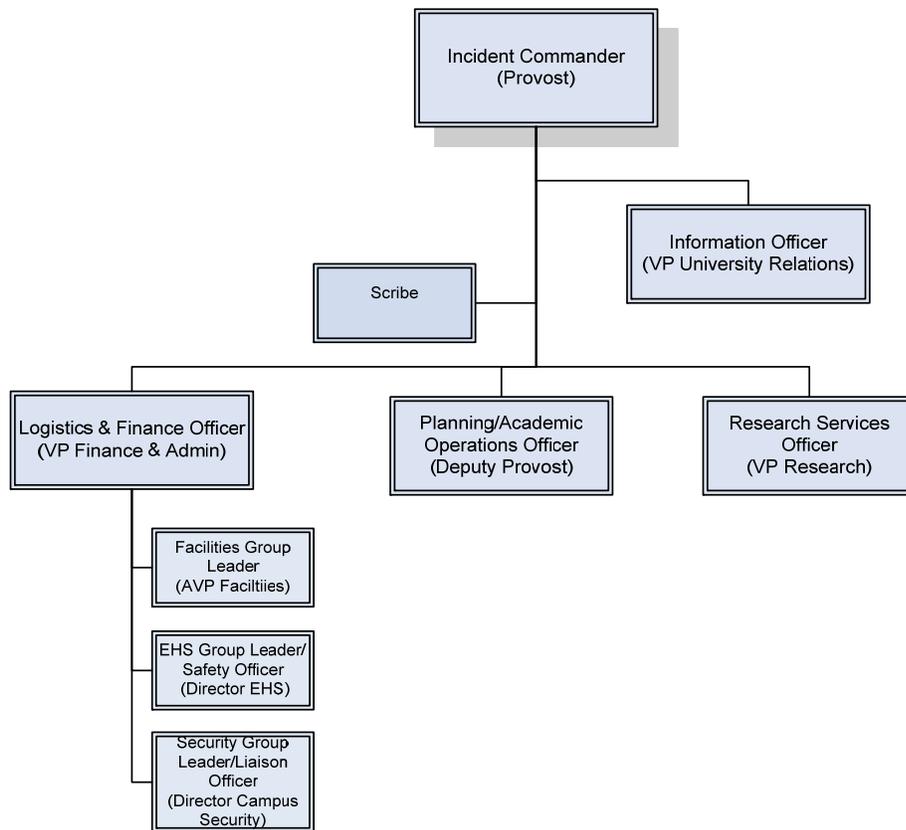


Figure 1.0 - Queen’s University Chain of Command – Emergency Management

3.1 Roles and Responsibilities under the IMS

Incident Commander:

The Incident Commander (IC) is the first and primary organizational component of the IMS structure. The IC is the position with responsibility for the overall management of the response to the incident. The IC is primarily supported by the other command functions listed in Figure 1.0.

A detailed response checklist for the IC is located in Appendix 3.0.

Information Officer

The Information Officer serves as the conduit for information to internal and external stakeholders, including media and other organizations seeking information pertaining to the incident or event. The Information Officer is responsible for the development and release of accurate and complete emergency information regarding the incident.

A detailed response checklist for the Information Officer is located in Appendix 3.0.

Logistics & Finance Officer

The Logistics & Finance Officer is responsible for providing overall direction, management and coordination for operational functions. This includes the establishment of operational priorities and strategies to ensure effective field incident responses and the management of operational resources.

The Logistics & Finance Officer is also responsible for ensuring that the financial and cost aspects of an incident are tracked.

The Logistics & Finance Officer is initially supported by the EHS Group Leader/Safety Officer and the Security Group Leader/Liaison Officer.

A detailed response checklist for the Logistics & Finance Officer is located in Appendix 3.0.

EHS Group Leader/Safety Officer

The EHS Group Leader/Safety Officer provides input for evaluating and prioritizing response operations relative to hazardous situations, fire risk, health and environmental risks. This position also monitors safety conditions and develops measures for assuring the safety of all assigned personnel.

A detailed response checklist for the EHS Group Leader/Safety Officer is located in Appendix 3.0.

The Security Group Leader/ Liaison Officer

The Security Group Leader/Liaison Officer is responsible for advising on all security related matter relating to the emergency. This includes access control, facility closure and evacuations. In addition, the Security Group Leader/Liaison Officer serves as a primary contact for supporting external organizations assisting at the incident. The position advises the IC of issues related to outside assistance, including current or potential inter-organizational operational needs.

The Security Group Leader/Liaison Officer is also responsible for operation of the Emergency Coordination Centre.

A detailed response checklist for the Security Group Leader/Liaison Officer is located in Appendix 3.0.

Academic Operations Officer

The Academic Operations Officer is responsible for collecting, collating and evaluating and disseminating information pertaining to the incidents impact on the academic function of the University. This includes conducting long-term and contingency planning in an effort to maintain the academic and student services functions of the university.

The Academic Operations section represents all student services for the University during an emergency response and recovery. This section would also coordinate and provide housing and food services, information to families of students, and medical and counseling to students.

A detailed response checklist for the Academic Operation Officer is located in Appendix 3.0.

Research Services Officer

The Research Services Officer is responsible for collecting, collating, evaluating and disseminating information pertaining to the incidents impact on the research function at the University. This includes conducting long-term and contingency planning in an effort to maintain and protect the research functions at the university.

In addition, the Research Services Officer is responsible for ensuring animal care services, including protecting, feeding, rescue and relocation, if necessary, of research animals in all campus facilities.

A detailed response checklist for the Research Services Officer is located in Appendix 3.0.

3.2 Expansion of the IMS Command and Control System

Depending on the nature of the emergency and the impact that the incident is having on the University, additional response groups can be activated. Figure 2.0 outlines the additional response groups that would likely be activated under the various functional areas outlined in Figure 1.0.

At the request of the IC or the EMG, other support and advisory personnel may be asked to join the group.

In the event of a major emergency, the direction and coordination of the university's resources and response efforts, including those from other jurisdictions, will be coordinated through the EMG and the Emergency Operations Centre (EOC).

3.3 Role of the Principal

During a major emergency, the Principal will be briefed by the Incident Commander on a regular basis and will provide the EMG with strategic direction and thinking.

Depending on the nature of the emergency, the Principal may be the spokesperson for the University.

The Principal will also be responsible for briefing the Board of Trustees and the Senate on the emergency situation and the progress being made in responding to the emergency.

If necessary, the Principal may attend the meetings of the EMG, particularly when the situation is likely to have serious impact on the University.

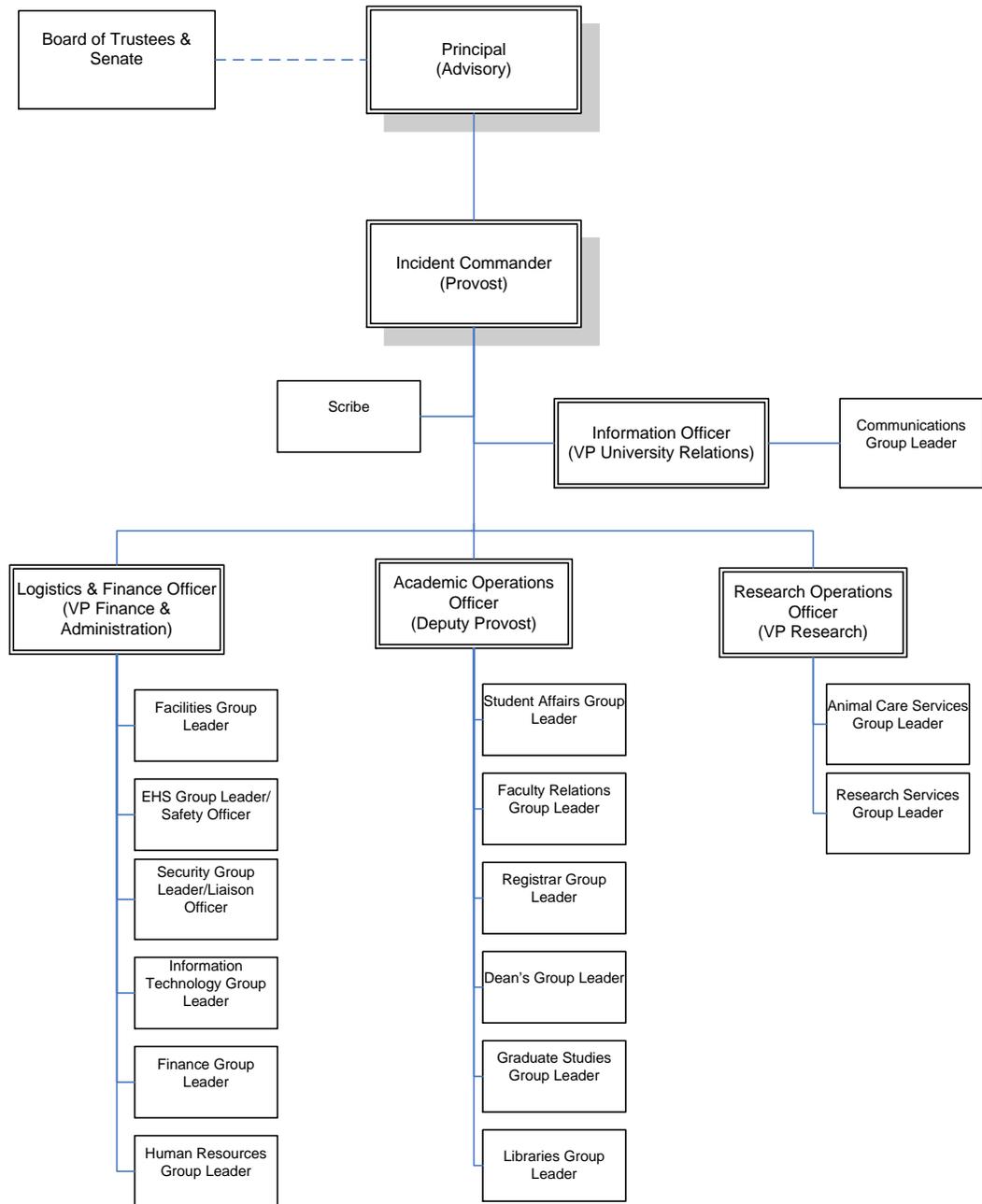


Figure 2.0 - Expanded IMS command and control structure.

4.0 ACTIVATION OF THE EMERGENCY MANAGEMENT PLAN

The majority of emergency conditions and situations that occur on campus can be addressed by normal departmental or campus response team (Campus Security, Department of Environmental Health & Safety, Physical Plant Services, etc.) emergency response protocols. However, if the emergency has the potential to have a major impact on the University or considerable outside assistance is required to handle the situation, the Emergency Management Plan can be activated.

The activation process, outlined in Figure 3.0, guides the decision regarding activation of the Emergency Management Plan.

In addition to providing guidance for responding to and overcoming sudden and unexpected emergency situations, the Emergency Management Plan can be used to plan for potential emergencies where advanced warning provides an opportunity to assess the potential impact to the institution (i.e. weather events, pandemics, etc.). In this circumstance, the Emergency Management Plan activation process (Figure 3.0) can be used to determine the institutional level at which response planning for the event should occur.

4.1 Emergency Level Classifications

Emergency conditions and situations on campus vary with each incident and situation. As a guide, three levels of emergency have been specified, as follows:

Minor Emergency

A Minor emergency is defined as a department or building incident that can be resolved with resources existing within the department or by a responding service unit. While there may be some damage and/or interruption, the conditions are localized and activation of the emergency response plan is not necessary.

Examples include, but are not limited to, building service interruption for a short

duration, minor hazardous material spills, broken pipes, personal injury, and medical problems.

Moderate Emergency

A moderate emergency is a department or building incident that can be resolved with a response from an on-campus response team (Security, EHS, etc.) and assistance from outside emergency response agencies. A moderate emergency is usually a one-dimensional event that has a limited duration and little impact on the campus community beyond those that are using the space or building in which the event occurred. Although full activation of the plan is not typically warranted, partial activation of EOC in support of response efforts may be considered.

Examples include, but are not limited to, fire, bomb threats, protests, building evacuations, natural gas leaks, multiple building or extended utility failures, chemical spills, limited contagious disease outbreak, serious injury or death of an individual.

Major Emergency

A major emergency is an event that impacts/disrupts or has the potential to impact/disrupt a sizable portion of the campus and/or the surrounding community. Major emergencies may be single or multi-hazard situations that require a coordinated response both within and outside the University.

Major emergencies also include imminent events on campus or within the general community that may develop into a major crisis or disaster.

Examples include, but are not limited to, extended power outages, heating plant failure, natural disasters, severe storms, major explosion or fire, explosion or fire in a location that contains hazardous materials resulting in the evacuation/closure of adjoining buildings or buildings in close proximity to the event, significant contagious disease outbreak, active shooter, hostage situations, and riot or major civil disobedience.

It is always possible that a minor or moderate emergency will escalate beyond departmental or University response capabilities. The decision to request or recommend initiation of the Emergency Management Plan is the responsibility of the individual in charge of resolving the minor or moderate emergency.

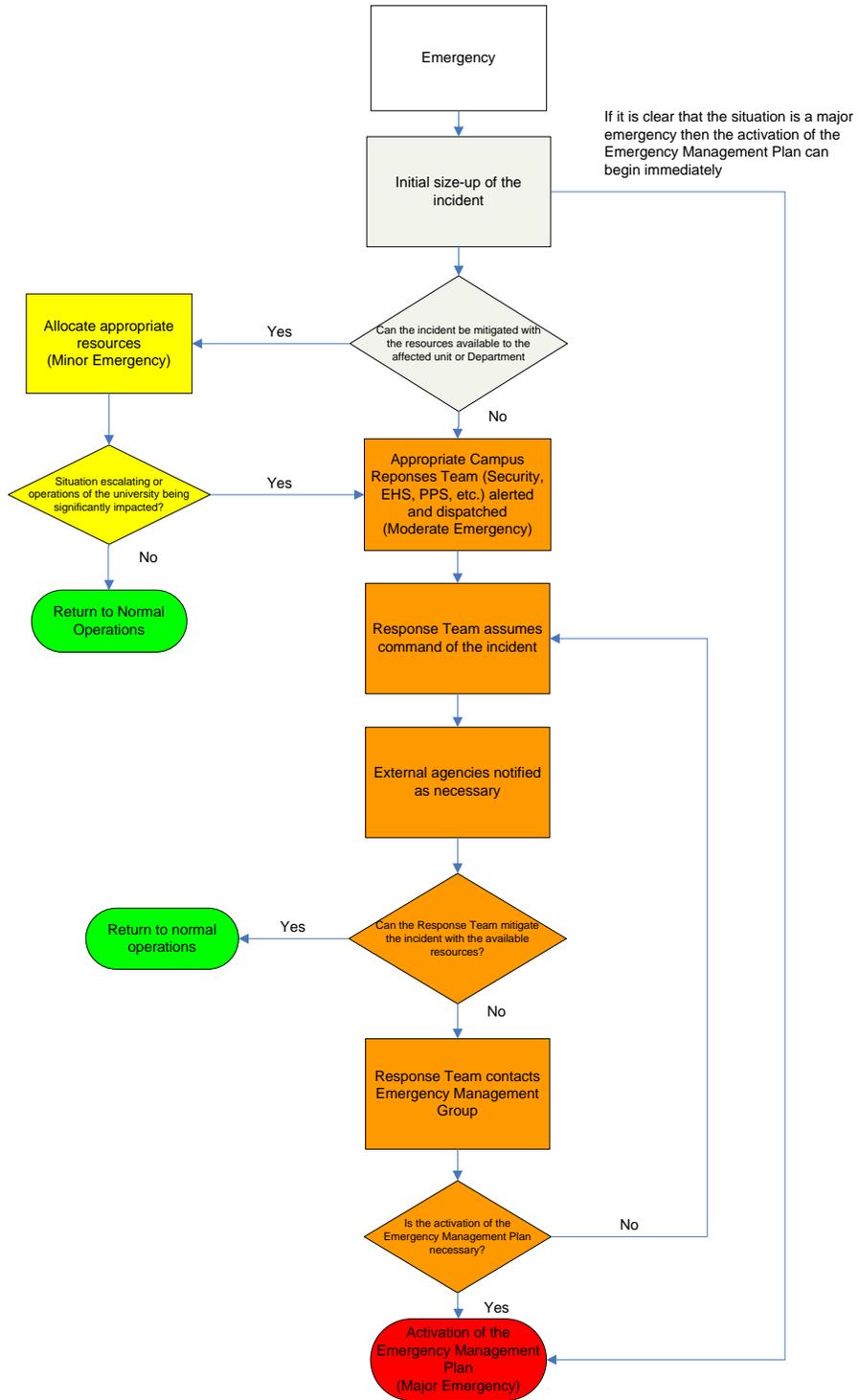


Figure 3.0 - Emergency Management Plan Activation Process

4.2 Activation Authority

The ultimate decision to activate the Emergency Management Plan will be made by the Provost, who may consult with members of the EMG (Figure 1.0) to assist with this determination.

In situations where a minor or moderate emergency escalates, the Provost will typically be advised of the necessity to initiate the plan by the Vice-Principal (Finance & Administration) on the recommendation of the Director of Campus Security, Director of Environmental Health & Safety or the individual in charge of resolving the minor or moderate emergency.

However, dependant on the nature of the emergency and the initial groups responding, it is possible for other members of the EMG to recommend activation of the plan.

4.3 Activation of the Plan

If an emergency occurs during normal business hours, Campus Security will notify all designated members of the EMG, who will report to the EOC as soon as possible. Concurrently, key members of the various response groups that support the command functions of the Emergency Management Group will also report to their designated response areas.

If the emergency occurs after normal business hours, the decision to the initiate the plan will be discussed by conference call by the EMG. The decision to activate the plan will be communicated to Campus Security, who will initiate contact with any members of the Emergency Management Group not involved in the conference call using the contact list in Appendix 2.0.

If the emergency is so large as to unquestionably having a major impact on the campus, members of the Emergency Management Group should, if they have not already been contacted, call Campus Security (613) 533-3111, to confirm activation of the EOC, and confirm the intent to return to campus as soon as possible.

During these periods, contact may not be immediately made with all the Emergency Management Group members. When this occurs, Campus Security will attempt to make contact with the designate listed in the Contact List (Appendix 2.0). In these circumstances, EMG positions will be assumed by the highest ranking official from that area that is available at that time. These

individuals will assume responsibility until such time that the senior official of that section can be reached or are able to attend the EOC.

4.4 Operation Cycles

During a major emergency, members of the EMG will gather at regular intervals to update the group on the actions taken and the current status of the emergency. The IC, with the assistance of the EMG members will establish the response priorities for the next operational cycle. The IC will establish the frequency of the meetings. Meetings will be kept as brief as possible to allow EMG members to continue to carry out their responsibilities.

4.5 Termination of the Plan

The Provost, in consultant with the EMG, has the authority to terminate the plan once they have deemed that the emergency has passed.

5.0 COMMUNICATIONS

In the event of an emergency or potential emergency that could impact members of the Queen's University community, every effort will be made to ensure factual, complete information is available as quickly as possible.

It is Queen's University's goal to communicate with everyone who may be significantly affected – faculty and staff, students, families, alumni, visitors to campus and the public – and to work with response agencies and with the media to ensure effective and forthright communication.

In some circumstances, information may be withheld to protect the privacy of individuals involved, or at the request of police or other experts when disclosure may trigger greater hazards to someone (e.g. in the case of kidnappings or hostage situations) or impair an ongoing investigation.

Communications with senior managers and other campus leaders may be needed to establish an accurate and common understanding of the nature of the major emergency situation and/or to gather and relay relevant information to the EMG and the EOC.

Through the Information Officer, the EMG will coordinate responses to all external requests for information. It may, under certain circumstances, be necessary that the role of spokesperson be delegated to a number of additional personnel. This will occur on a case by case basis.

5.1 Dissemination of Information

During emergency situations, the Information Officer and the Communications Group will serve as the primary coordinators of public information and assist the EMG in gathering and disseminating key information.

Upon the declaration of a major emergency or the activation of the EOC, the Information Officer will report to the EOC to gather information, reports, and recommendations on the status of the University.

Depending on the nature and extent of the emergency and on the EMG members available, the EMG will designate an official spokesperson and an alternate. The designated spokesperson will speak on behalf of the University during the emergency situation. It may, under certain circumstances, be necessary that the role of spokesperson be delegated to a number of additional personnel. This will occur on a case by case basis.

As the emergency diminishes, the spokesperson's role may be assigned to another individual but at the initial stages of the emergency, at the least, all inquiries and questions should be referred to the spokesperson.

During emergencies, all media and public inquiries will be referred without comment to the official spokesperson or the Communication Group. Only the official spokesperson and the alternate will articulate the University's position upon authorization of the IC and the EMG.

As circumstances warrant, it may be necessary for the Vice Principal (Academic) to convene a meeting of the Deans, to ensure prompt action and/or ensure these leaders are informed and kept up to date on the situation. Furthermore, the Vice Principal (Research) may initiate similar communication with members of the Research Community. The Deans may, in turn, be asked to cascade information or communications to their faculty as required.

5.2 Venues and Vehicles for Communications

In the event of an emergency, the communications vehicles that will be used to transmit information are as follows:

- Queen's University home page (www.queensu.ca)
- Queen's University News Centre Site (www.queensu.ca/newscentre)

- Queen's University Status Line (613-533-3333)
- Mass e-mail messaging
- Social Media vehicles
- Queen's University news releases to print and broadcast media (internal & external)
- On-site/Off-site media briefings
- Telephone call-out (activation of established telephone tree)

Facilities for press conferences will be arranged by Communications, unless prohibited by the emergency situation. Media waiting stations will be created at an appropriate location near the incident scene, if necessary.

5.3 Information for the campus community and others affected

In the event a crisis has affected a significant number of people, a Reception and Inquiry Centre will be established to provide for the registration, shelter and protection of evacuees.

Inquiries on the whereabouts of those affected will also be coordinated at the Reception & Information Centre. Special telephone enquiry lines will be activated and staffed by Queen's personnel to take enquiries. The phone numbers will be publicized broadly.

6.0 EMERGENCY OPERATION CENTRE

In accordance with standard emergency management planning, Queen's University has established an Emergency Operations Center (EOC) in Campus Security on the 2nd floor of Fleming Hall (Jemmett Wing). Should the Emergency Report Centre be inaccessible for any reason, the alternative location for the EOC will be Duncan McArthur Hall on the West Campus. The EOC will serve as the center for emergency management and response operations.

The Campus Security Conference Room (Room 211) will serve as the primary EOC. If necessary, the EOC can be expanded into adjacent conference and classrooms as required.

The EOC will contain, or have access to, the equipment and supplies outlined in Appendix 4.0

6.1 EOC Activation

When a major emergency is declared, the IC will determine if the EOC is to be activated. If activated, the IC will determine which positions (outlined in Figure 1.0) will be staffed for the emergency response. This information will be communicated to Campus Security, who will be responsible for notification as per section 4.0 “Activation of the Plan”. All positions should be prepared to report to and operate from the EOC during a full-scale activation, even though all may not be needed.

Whenever the EOC is activated, the City of Kingston’s Department of Emergency Management will be notified to facilitate coordination and the process for requesting resources. The EOC Activation List (Appendix 4.2) provides a checklist for use in the setup and activation of the EOC. It is to be used by Campus Security during EOC activation and provided to the Incident Commander when completed. Not all steps will be necessary in a partial activation.

The EOC Master Log (Appendix 4.4) will be maintained by the scribe to provide a record of all major events, decisions and messages.

6.2 EOC Access

Access to the EOC is only for authorized Queen's University personnel. All others must obtain approval for admission from the Incident Commander. All personnel working in the EOC are to sign in and out on the EOC Roster (Appendix 4.3), which will be located on a table at the entrance to the EOC area.

7.0 POST INCIDENT

Following the cessation of a major emergency incident, a post incident review will be initiated. The review shall include but not be restricted to:

- Consolidation of all relevant documentation generated during the emergency response.
- Survey of the EMG, IC, on-campus response teams, affected departments and the campus community.
- Survey of the external stakeholders that responded to the emergency

The objectives of the Post Incident Review include:

- Address or assign responsibility for any items relating to the emergency incident that remain outstanding.
- Prepare a post incident report identifying areas where the University Emergency Management Plan must be modified as a result of the emergency experience, and make recommendations for any modifications that may be required.

A template for the Post Incident Report is outlined in Appendix 5.0

8.0 TRAINING, DRILLS AND EXERCISES

The success of this plan necessitates that the University maintains a constant state or readiness to assure the efficient and orderly transition from routine activities to those associated with emergency situations. This is accomplished through a carefully planned and continuous program of training, drills and exercises.

8.1 Training Objectives

- Develop the capabilities for protecting the University community from the effects of an emergency.
- Ensure that personnel at the University respond effectively to the actual occurrence of an emergency.
- Validate plans and checklists developed to assist emergency response.

8.2 Drill and Exercise Procedure

The Department of Environmental Health & Safety and Campus Security will work together to develop an appropriate drill and exercise plan (Appendix 6.0) on an annual basis to assure that the Emergency Management Plan meets the needs of the university community.

The Director of Environmental Health & Safety will serve as the Training Director for the emergency management operations. The Director of Campus Security will evaluate the results of specific drills and exercises and suggest specific changes and updates to the University's Emergency Management Plan.

The Director of Environmental Health & Safety, in conjunction with the Director of Campus Security, will update the plan as needed to reflect changes in organization and technology, submitting updates to the Principal and Vice-Principals for approval.

Drills and exercises should be conducted as necessary to adequately test the plan. They should be as realistic as possible. Written evaluations should be prepared after every drill and exercise, with recommendations made for correcting and identifying deficiencies.