



# **EMERGENCY RESPONSE PLAN**

Version: July 2017

# KING'S UNIVERSITY COLLEGE - Emergency Response Plan

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# KING'S UNIVERSITY COLLEGE - Emergency Response Plan

## 1. KING'S EMERGENCY MANAGEMENT PROGRAM

### 1.1 Background

King's provides a safe and secure environment for its employees and students. All members of the King's community must focus their efforts on ensuring their area has effective measures in place to deal with situations that may threaten the normal operations of the College and the safety of students and employees. Emergency Management on Campus must be a shared, multi-faceted and coordinated approach that starts with the individual. The purpose of the Emergency Management Plan is to restore normal activities as quickly as possible if an emergency situation occurs.

### 1.2 Components of King's Emergency Management Program

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

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

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

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

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## 1.3 Emergency Response Mission and Priorities

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

- Protect life and safety of King's community members.
- Safeguard critical records, valuable and irreplaceable materials.
- Secure our critical infrastructure and facilities.
- Resume the teaching and normal operations.

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

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

## 1.4 Potential Threats

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

For planning purposes, these threats are broken into several categories including — natural, manmade, cyber-security and reputational. Any of these threats have the potential to evolve into an emergency situation requiring the deployment of the Emergency Response Plan.

### 1.4.1 Natural Threats

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

### 1.4.2 Manmade Threats

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

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## 1.4.3 Cybersecurity Threats

Cybersecurity relates to the protection of networks, computers, programs and data from attack, damage or unauthorized access to sensitive data. Threats in this area are evolving faster than the identification of the risks making protocols and recovery an essential element of any plan.

## 1.4.4 Reputational Threats

Threats to the reputation of the institution can evolve in all aspects of operations of King's and can grow out of issues that are seemingly innocuous. The prevalence of social media and the ability to control messaging on any event or issue is difficult necessitating a well-developed crisis communications plan.

## 1.5 Definitions

- At King's University College, an **Emergency** is:

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

- **Disaster** - an event of such dramatic proportions that it cannot be dealt with solely using King's resources (considerable outside assistance may be required).
- **Threat** – an event that has the *potential* to cause a disruption to normal operations of King's or cause reputational harm to the organization.
- **Incident Command** - A modular series of supervisory levels, with defined roles and responsibilities, systematically implemented during the incident management of an emergency incident.
- **Incident Commander** – The individual in command of an identified emergency incident.
- **Emergency Operations Control Group (EOCG)** – A designated group of staff who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency or disaster on the King's community and support the Incident Commander in mitigating the emergency's effect on King's.
- **Emergency Operations Centre (EOC)** – The predetermined and properly equipped location where the ERT or EOCG members can gather to manage an emergency's or disaster's effects on King's.
- **Emergency Response Team (ERT)** – A designated group of individuals trained, equipped and authorized to assume Incident Command of emergencies and disasters affecting King's.

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- **Business Continuity Team (BCT)** – A designated group of trained individuals responsible for advising the EOCG on actions and decision required to continue critical operations and/or resume normal operations
- **Emergency Social Services Team (ESS)** – A designated group of individuals and units required to support the care of people during and after an emergency event.
- **Crisis Communication Management Team (CCMT)** – A designated group of individuals responsible for the provision of timely, accurate communications in order to facilitate awareness, provide information and inform official spokespersons during and after an event.

### 1.6 Scope of King's Planning for Emergencies and Disasters

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

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

### 1.7 Assumptions

As a standalone campus without direct resources, the assumption is that City of London resources will assist in emergency situations. Western's Campus Community Police Service may also assist in situations of an emergent nature.

In an immediate and emergent situation, King's will need to react and organize its responses until outside resources can be utilized.



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## 1.7.1 Emergency

The following assumptions are valid for emergencies:

Immediate response is available from Western's Campus Community Police Services (CCPS) and from the City of London (Fire, Police, and Emergency Medical Services).

Additional support is available at the request of the primary responders based on the proximity and availability of those resources (i.e., on call personnel, Emergency Response Team, London Fire Services special teams, contracted commercial spill response team, heavy equipment, etc.).

The Emergency Operations Center (EOC) can be in operation with members of the Emergency Operations Control Group (EOCG) assembled within hours at the request of the Incident Commander. Activation of additional plans may also ensue.

## 1.7.2 Disaster

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

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

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

## 1.8 Concept of Operations

### 1.8.1 Background

Research conducted by Public Safety Canada and Emergency Management Ontario has shown that the use of a predetermined command, control and coordination system greatly reduces the time interval between the occurrence of a catastrophic event and the return to normal activity. In simple terms, large-scale emergency operations are all about: ***Incident Command getting things back to normal as fast as possible.***

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

### 1.8.2 Emergency Response Team (ERT)

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King's ERT is heavily reliant on resources from Western coordinated through CCPS and on resources from the City of London but involvement of King's personnel is critical for any event on King's campus.

King's University's ERT is as follows:

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

| ERT Members - Command   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Director, Campus Community Police Service</li> <li>• Chief, Fire Prevention &amp; Emergency Mgmt.</li> <li>• Director, Occupational Health &amp; Safety</li> <li>• King's Principal</li> </ul> | <ul style="list-style-type: none"> <li>• Manager, Campus Community Police Service</li> <li>• King's VP Finance and Support Services</li> <li>• King's Director, Physical Plant</li> </ul> |
| ERT Members – Support   |   |
| <ul style="list-style-type: none"> <li>• King's Communication Manager</li> <li>• King's VP and Academic Dean</li> </ul>   | <ul style="list-style-type: none"> <li>• King's Director of ITS</li> </ul>  |
|   |   |

The primary functions of the ERT are:

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

The King's ERT is dispatched for emergency incidents such as working fires, chemical spills, major power failures and other situations that involve potential threat to property or safety of persons on Campus. The ERT will respond to any active emergency incident, where an emergency incident has occurred or where there is a high risk of an emergency incident occurring.

### 1.8.3 Incident Command System (ICS)

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

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As members of the ERT arrive, the first and/or most qualified/appropriate person (depending on the nature of the emergency) will assume Incident Command.

The incident Commander is authorized by the Principal to coordinate King's resources in response to an emergency incident. He/she directs and coordinates all King's staff and resources during a response to an emergency incident and ensures proper liaison and supports unified command with outside agencies (London Police, London Fire, Ambulance, Ministries of Environment or Labour, etc.).

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

## **1.8.4 Emergency Operations Centre (EOC)**

The following rooms have been designated as the King's EOC respectively: FB001, DL112, and W150.

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

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

Other than the King's Incident Commander, members of the EOCG and other senior management should not attend the emergency scene. Attendance has the potential to disrupt the Incident Command structure, which could cause unnecessary confusion. The EOCG works with the Incident Commander to arrange for appropriate site visits for members of the EOCG and other senior managers.

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

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

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The EOCG should implement a regular schedule throughout the emergency to review status updates, update counterparts and perform assigned tasks.

## **1.8.5 Emergency Fan-out Notification**

### **1. King's Security and/or Incident Commander to alert the senior administrative group:**

In the event of a serious incident the following individuals will be notified immediately:

- Security Supervisor
- Director of Physical Plant
- Vice-Principal, Finance and Support Services
- Principal

This group will notify members of the EOCG if the emergency will have a major impact on King's or require additional resources. The group will notify the CCMT as soon as reasonably possible to prevent miscommunications or to monitor social media.

### **2. Emergency Operations Control Group (EOCG) Membership**

The Emergency Operations Control Group consists of:

- Principal
- Vice-Principal and Academic Dean
- Vice-Principal, Finance and Support Services
- Vice-Principal, Enrolment Services and Strategic Partnerships
- Dean of Students
- Director of Physical Plant
- Manager of Communications
- Director of IT
- Executive Assistant to the Principal or Executive Assistant to the VP Finance and Support Services

At the request of the Principal or designate, other support personnel may be asked to attend the EOC.

The Principal will assume the role of EOCG Director. In the absence of the Principal, the EOCG Director's role will be taken in the order listed above.

## **1.8.6 Emergency Operations Control Group (EOCG) Priorities**

The EOCG's priorities are to:

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

- Support Incident Command. Functions or activities such as notifications, public information, media relations, resource acquisition, employee call in, record keeping, etc. are best handled by the EOCG.
- Monitor, Inform and Alert. The EOCG must both give and receive information. The EOCG undertakes intelligence gathering to identify potential problems and provide prompt notification to managers, employees, and related organizations. The EOCG also ensures that members of the King's community, as well as external stakeholders and agencies, know about the emergency and King's response.
- Verify and Document Response. The EOCG must create a mechanism to verify the steps taken to respond to the emergency, preserving a record of the actions taken to protect employees, infrastructure, research, and the overall corporate interests. The EOCG pursues "best practices" by documenting information received and the steps taken.

### **1.8.7 Academic/Administrative Unit Responsibilities**

Each Academic/Administrative Unit and all operational departments should complete a risk assessment to ensure that appropriate emergency procedures are in place. The Dean or Budget Unit Head should consider the following:

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

### **1.8.8 Situation Reports**

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

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

#### **SITREP:**

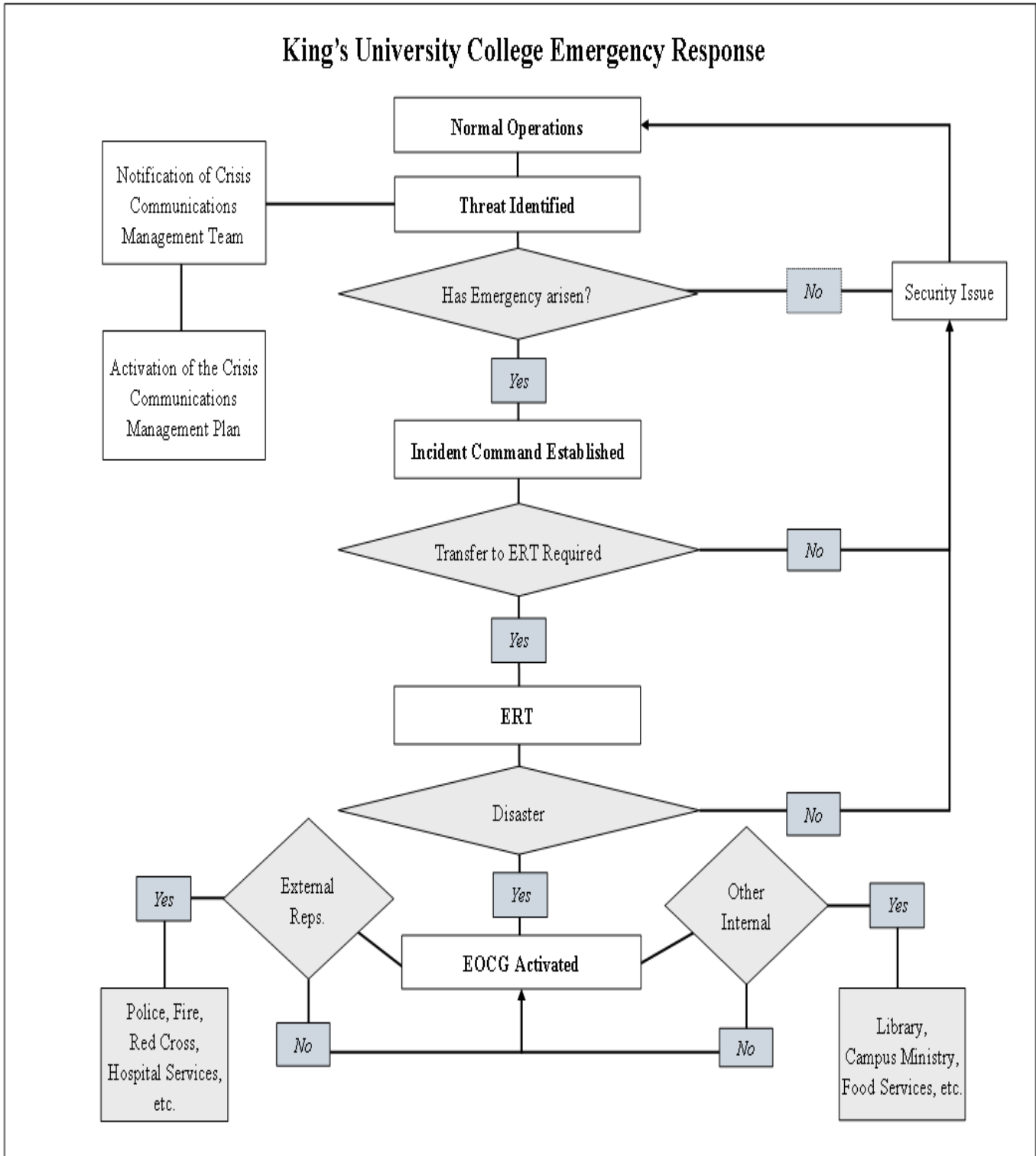
- a) From (Name of budget unit/faculty)

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

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## 2. UTILIZING THE DISASTER PLAN



# KING'S UNIVERSITY COLLEGE - Emergency Response Plan

## 2.1 When Does Disaster Plan Implementation Occur?

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

Generally, this will occur when there is:

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

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

It is always possible that a normal emergency will escalate beyond King's response capabilities, triggering the Incident Commander to assemble the EOCG. Whatever the precipitating circumstance, *the decision to assemble the EOCG is the responsibility of the Incident Command in consultation with Security Group.*

## 2.2 Assembling the Emergency Operations Control Group

The EOCG notification process must be clearly understood. In general terms, the following process should be followed:

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

## 2.3 Notifying the Emergency Operations Control Group

Initial notification procedures:

1. BBM notification through EOCG group
2. Email to EOCG@kings.uwo.ca which will notify all EOCG members
3. Voice message to cell phones
4. Voice message to individual office phones (regular business hours)
5. Voice message to home phones (after regular business hours)



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Once the Incident Commander makes the decision to assemble the EOCG, EOCG members should be provided with a brief description of the situation as well as information about location and access to the EOC. **Members should confirm receipt of the message, their location and their estimated time of arrival.**

Those asked to locate members of the EOCG must act deliberately and immediately. If primary contacts cannot be reached, the designated alternate shall be contacted. The name(s) of any EOCG member who were not contacted must be forwarded to the EOCG Director.

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

EOCG members should:

- Confirm receipt of the message, their location and their estimated time of arrival when the EOCG is assembled.
- Be familiar with, and follow the methodology outlined in the Disaster Plan.
- Determine when to activate faculty/building/Budget Unit emergency or business continuity plan(s) within your span of control.
- Notify your support staff person of your relocation to the EOC. As emergency circumstances permit, instruct this person to remain at his/her workstation until further notice to ensure continuing and direct communications.
- Your support staff person is responsible for notifying your designated alternate and initiating a fan out notification as required. Circumstances may require your alternate to attend at your office to “stand in”.
- Your alternate should be prepared to relieve you, should the event continue over an extended period of time. As a result, the alternates should not attend the EOC immediately unless acting as your alternate.
- Bring your departmental emergency kit (contact list, emergency plan, business continuity plan or other related information) to the EOC.
- Bring any personal necessities (keys, overcoat, medication, laptop, cell phone, radio, chargers, batteries, tape recorder, etc.).
- If you are delayed beyond the estimated arrival time initially provided, have the EOCG Director or Incident Commander advised.
- Upon arrival at the EOC, establish communications with your support person and alternate.
- Support persons and alternates are listed in Appendix II.

## 2.4 Emergency Operations Control Group Activities

Once assembled, Incident Command briefs the EOCG; thereafter the EOCG Director assumes responsibility for management of King's and the EOC is activated. EOCG members establish communications with their respective constituents and familiarize themselves with EOCG functions (e.g., logs, establishment of breakout rooms, work teams, etc.).

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## **The EOCG Director must:**

- Determine use of the Disaster Plan;
- Utilize King's Disaster Plan and other emergency, business continuity, or recovery plans.
- Provide direction, guidance and support to the Incident Commander.
- Authorize reduction in routine services to the degree necessary to support emergency operations
- Advise emergency services and City of London of King's emergency situation; request assistance as required
- Coordinate with King's Communications and Incident Command to have media interviews for the Principal (or EOCG Director) to make sure the situation is known to the Campus Community and Public in general.
- Coordinate activity between King's, Western University and other emergency management organizations and their associated agencies/departments.
- Allocate resources in a manner that does not expose unaffected areas to unnecessary risk.
- Anticipate developing events and assign work teams for Operations, Planning, Logistics, Administration and Finance.
- Approve the acquisition of needed resources that are not in current inventories.
- Ensure the well-being of the EOCG members (set up shift changes, provide rest areas, meal breaks, etc., and ensure adequate human resources to meet immediate and near future needs).
- Locate and utilize external resource persons and advisors as required.
- Provide centralized liaison between King's and the City of London and its agencies.
- Reduce activity when safe to do so, and implement business continuity / recovery operations.

### **2.4.1 Emergency Operations Control Group Key Activities:**

Upon arrival at the EOC, the Principal or designate should:

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

# **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

## **2.4.2 Briefing the Chair and Board**

Following an initial appraisal of the situation and the progress of mitigating the emergency, the Principal will contact the Board Chair to provide a status report and summary of critical issues. Circumstances may necessitate communication with the Board of Directors, to exchange information and outline control and response strategies.

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

The EOCG director will arrange for King's Communications to alert the College community appropriately.

## **2.4.3 Corporate Communication with Deans, Budget Unit Heads and Other Campus Leaders**

An emergency or disaster may affect a portion or all of the campus; the impact of an emergency of this scope will only be known as the assessment and emergency mitigation proceeds. Communication with senior managers and other campus leaders is needed to establish an accurate and common understanding of what has happened, and to gather and relay relevant information to the EOCG. The essential principle is prompt action to ensure that constituent leaders are informed at the earliest possible point and kept up-to-date. These leaders are in turn responsible for cascading communications to their subordinates and/or initiation of Faculty/Budget Unit fan-out as required.

The EOCG is authorized to delegate responsibility for these corporate communications to the CCMT as management of the emergency unfolds.

## **2.5 EOCG Members - Individual Responsibilities**

EOCG members will be expected to:

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

### **2.5.1 Principal**

- As EOCG Director, chair meetings of the EOCG and, with EOCG advice, make decisions that will respond to, contain, control and assist the recovery from the emergency.
- Ensure that the Chair and Board are advised at regular intervals as required.

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

- With support from King's Communications, ensure that the King's and Western University communities and the wider London community are advised at regular intervals as required.
- Issue directions considered necessary to implement the Disaster Plan and protect the safety, health, welfare and property of the King's Community. This can include cancellation of classes or other scheduled activities.
- Invite representatives of external agencies and/or Western University resource persons to attend the EOC when appropriate.
- Ensure that key EOCG activities and decisions are documented.
- Approve public announcements and news releases.
- Monitor and direct ongoing recovery operations.
- Establish meeting cycles and operations within the EOC.
- Chair an EOCG debriefing once normal activity has resumed.

### **2.5.2 Vice-Principal and Academic Dean**

- In the absence of the Principal, acts as EOCG Director
- Coordinate all communications with faculty

### **2.5.3 Vice-Principal, Finance and Support Services**

- Establish and maintain financial records with regards to the emergency incident, with priority on ESS and Incident Command activities;
- Advise EOCG on financial matters;
- Monitor all insurance and claim-related issues throughout the disaster and post disaster recovery period;
- Maintain an accurate record of all damages reported, claims submitted and action taken by the insurer(s).

### **2.5.4 Vice-Principal, Enrolment Services and Strategic Partnerships**

- Advises EOCG on academic implications of emergency measures;
- In coordination with Incident Command: initiates relocation or cancellation of classes and examinations; Action may require consultation with Western University's Office of the Registrar (00R);
- In coordination with Incident Command: initiates preservation, replication or replacement of student records (preservation of Peoplesoft is the responsibility of Western University whereas paper records and access to Peoplesoft is the responsibility of King's Registrar) and other logistical data (schedules, room assignments, etc.);
- In coordination with Incident Command and ESS: provides registration and inquiry services to reunite families and to collect and answer queries concerning the safety and whereabouts of students (London, Ontario, North America, International).

### **2.5.5 Dean of Students**

- Advise the EOCG on all matters pertaining to the provision of emergency food, clothing and shelter for Residences and the King's community generally, including activating the Emergency Social Services plan;

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

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

### **2.5.6 Director of Physical Plant**

- Act as Incident Command or EOCG Liaison with CCPS and other responding agencies;
- Assess the extent of the damage to King's infrastructure and utilities;
- Coordinate restoring of on-campus utilities;
- Advise the EOCG on all engineering, infrastructure, utilities, roads, grounds and damage control issues;
- Call in Physical Plant staff to assist with the emergency (See Appendix 1- Essential Services)

### **2.5.7 Director of IT**

- Coordinate the provision of computer and voice communications in alternate command centre locations;
- Provide EOCG with internal and external electronic communications via web site, extranet and closed circuit TV monitors, and update media as required;
- Assist EOCG members with wireless communications including voice and messaging.

### **2.5.8 Other Invited Members**

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

This individual might be expected to:

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

During a fire situation, the participation of a senior officer from the London Fire Department may be able to facilitate direct updates and feedback.

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A representative from Financial Services will be asked to attend when there are concerns regarding the continuity of financial systems or if assistance in obtaining specialized goods and services is required.

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

## 2.6 Command and Control

### 2.6.1 King's Emergency Response

- King's Security Group in consultation with the Incident Commander decides whether to assemble the EOCG
- Members of Campus Community Police Service and the City of London Fire Department are the lead agencies in most emergency responses.
- Campus Community Police Communications notifies local emergency services as required or directed by emergency responders.
- The EOCG Director with the Incident Commander assigns/coordinates tasks amongst agencies/departments; working with emergency services, determines/approves site layout including:
  - Inner and outer perimeters
  - In/out routes, traffic control points
  - Command Post location and security
  - Casualty collection post and temporary morgue (if necessary)
  - Media information centre
  - Staging area and refueling point
  - Initial reception area for evacuees
  - Rest area (including feeding, etc.)

### 2.6.2 Emergency Situation Terminated

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

## 2.7 Post Incident

### 2.7.1 Debriefings

Post-incident debriefings and related reporting are important aspects of emergency management. Leadership in managing this phase of activity facilitates proper documentation of the response for a variety of purposes, including improvement of the

# **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

Disaster Plan. It also brings together information for insurance, cost recovery, employee relations and liability purposes.

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

## **2.7.2 Emergency Site**

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

## **2.7.3 Emergency Operations Control Group (EOCG)**

- EOCG Director schedules a debriefing of participants, including the Incident Commander.
- EOCG participants submit a written report for their department/agency, to include actions taken, timings, problems encountered, training deficiencies, suggested Disaster or Emergency Plan changes.
- EOCG Director ensures documentation is kept of decisions and actions taken by EOCG.
- If necessary the EOCG Director schedules a debriefing with outside emergency services, Incident Commander(s) and members of the ERT after the termination of the emergency.
- Departments/agencies bring forward issues relating to the response with suggestions for improvements.
- Depending on the emergency the EOCG Director may hold a debriefing for the King's community or departments.

## **3. NOTIFICATIONS AND COMMUNICATIONS**

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

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

It is King's policy that all media and public inquiries be referred without comment to the Principal or Manger of Communications. Only the official spokesperson will articulate King's position after consultation with the Incident Commander and/or EOCG Director. As necessary these communications may be coordinated with the WU Media Relations Director.

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## 3.1 Notification Process

See Appendix XX for detailed information on Emergency Communications & Media Relations.

### 3.1.1 Notification to Principal and Board

The Director of Physical Plant or the Incident Commander will notify the Principal or his designate. The Principal will communicate with the Board.

### 3.1.2 Notifications within Budget Units and Dean's Offices

Each administrative/budget unit and dean's office on campus must have a fan-out notification process in place in the event of a disaster. A staff member within each unit/dean's office should be selected to maintain a current list of all employees within the unit, including their campus extensions, home phone numbers, cell numbers, campus email addresses and office/class hours. This list must be kept in an area where all members within the unit can access it. The budget unit head and dean (and his/her designate) should keep copies of this list available.

## 3.2 Media Relations

The Principal or Manager of Communications is responsible for coordinating all media relations and public statements.

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

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

### 3.2.1 Official Spokesperson

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



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## 3.3 Public Information

Under direction of the Principal, public notification may occur as follows:

- Message on King's and Western University's home web pages unless local web resources are compromised. The alternate location for web information is [www.kingsnews.ca](http://www.kingsnews.ca), a site hosted outside of London and not affected by a loss of network resources at King's or WU.
- Message on King's phone lines
- Public service announcements (print, radio, TV)

## 4. EMERGENCY SOCIAL SERVICES (Looking After People)

### 4.1 Purpose

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

### 4.2 Need for Services

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

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

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

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

- Localized emergency affecting one specific building (fire);

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

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

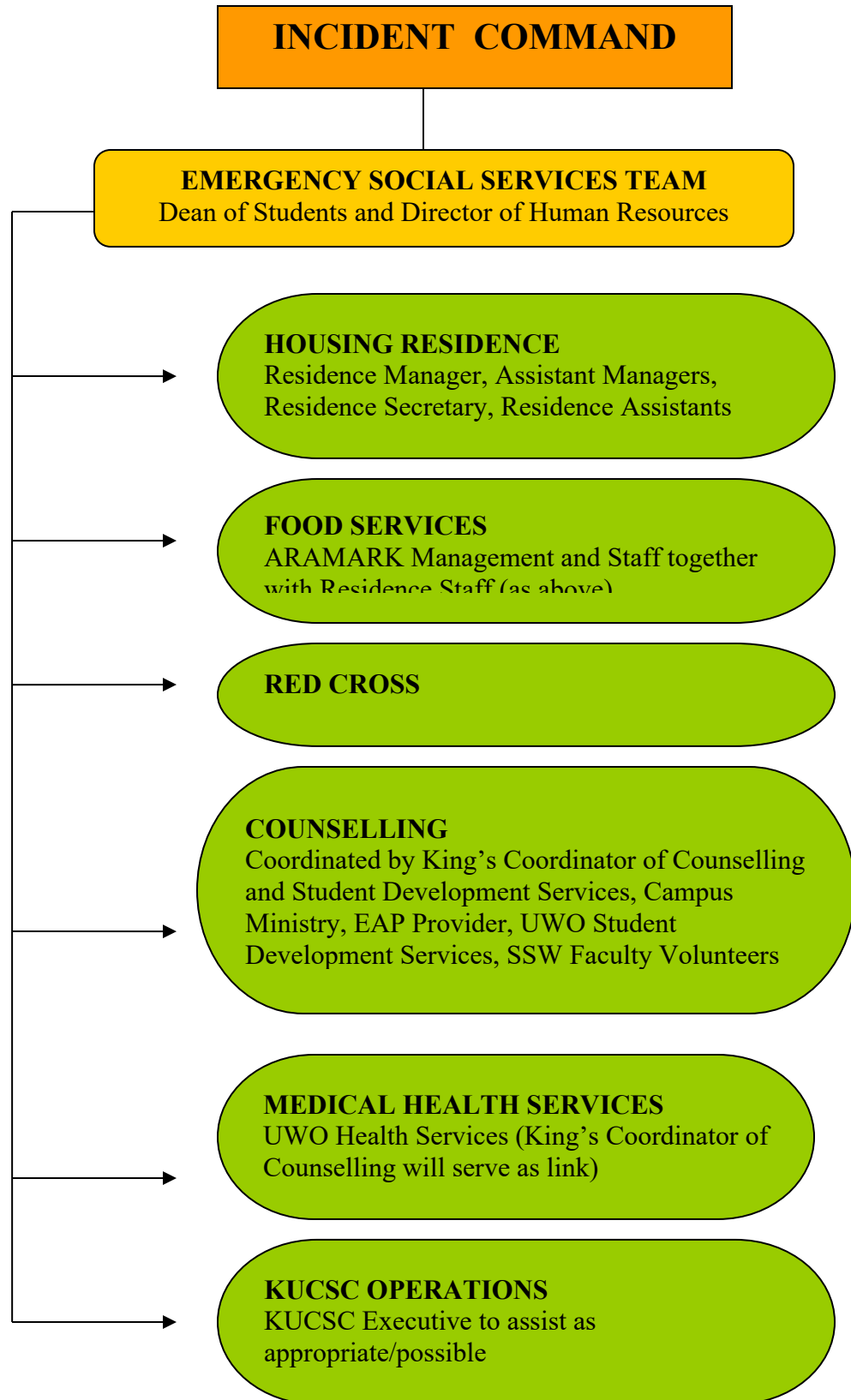
### **4.3 King's Responsibilities**

Initial responsibility for looking after people affected by an incident rests with the King's Incident Commander. As the event unfolds, the Incident Commander considers the need to assist the people affected by the situation. All reasonable steps must be taken to ensure the safety and well-being of staff, faculty, students and the surrounding community. Even before the activation of the Emergency Operations Control Group (EOCG), the necessary facilities and support services should be furnished to the affected personnel. King's shuttle buses and London Transit buses may be called in to provide initial shelter and transportation.

Once the Emergency Operations Control Group (EOCG) are assembled at the Emergency Operations Centre (EOC) at King's, it is the Dean of Students and Director of Human Resources (or designate(s)) who coordinate meeting the needs of people on campus. Together with the Dean of Students and Director of Human Resources a sub-group of professional officers and staff responders will be activated to provide the resources necessary for the care of campus community members. This group is referred to as the Emergency Social Services team (ESS).

*Continued...*

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## **4.4 Municipal Response**

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

## **4.5 Reception Centre**

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

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

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

## **4.6 Selection of Reception Centres**

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

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

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

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## 4.7 Designated Reception Centre Locations

### 4.7.1 Wemple Hall and/or Labatt Hall and/or King Centre

In the event of a major emergency or disaster, the ESS in coordination with Incident Command may designate that Wemple Hall and/ or Labatt Hall and/or the King Centre serve as the campus reception centre(s). Depending on the location and extent of the emergency these buildings may be transformed into campus support centres as follows:

| <b>Wemple</b>   | <b>Labatt</b>   | <b>King Centre</b>  |
|---|---|---|
| <b>Primary Assembly Area:</b><br>Thames Market  | <b>Primary Assembly Area:</b><br>Atrium   | <b>Primary Assembly Area:</b><br>Learning Commons<br>Auditorium |
| <b>Secondary Area:</b><br>Vitali Students' Lounge   | <b>Secondary Area:</b><br>105 and/or other classrooms   | <b>Secondary Area:</b><br>Lower Level                           |
| <b>ESS</b><br><br>Students Lounge and/or<br>Lounge Extension  | <b>ESS</b><br><br>Suitable Classroom main floor<br>or upper floor, LH217  | <b>ESS</b><br><br>Classrooms                                    |
| <b>Primary Reception Area:</b><br>Thames Market, designated<br>area adjacent to the<br>assembly area. | <b>Primary Reception Area:</b><br>Suitable Classroom, if possible<br>105 (configuration to be<br>determined –flexible<br>space/furniture) | <b>Primary Reception Area:</b><br>Fireplace Lounge              |

### Wemple Hall

- The primary assembly area is designated as the Thames Market Cafeteria (area to be designated by signage and tape to distinguish from areas for other purposes, depending on the magnitude of the situation). Secondary areas may be needed i.e. Students Lounge (main floor).
- The ESS in coordination with Incident Command will direct staff to assist Campus Community Police Service to provide security and communications;
- The ESS in coordination with Incident Command will contact Physical Plant and other support services to assist as appropriate;
- ESS convenes in the Student Lounge and/or Lounge Extension, Main Floor;
- Liaison and communications facilities will be established to link the ESS team to the King's Incident Command or EOCG, who provide the authority/direction of the ESS team;

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

- The primary reception centre will be set up in Thames Market area adjacent to assembly area. A secondary area may be designated in Students' Lounge (main floor) and adjacent area (foyer);
- ARAMARK and/or Residence Staff may be directed by the ESS in coordination with Incident Command to open the Thames Market servery to meet anticipated food and drink requirements;
- The ESS in coordination with Incident Command will direct emergency responders (King's First Aid Trained Employees and others as response requires) to provide services and will arrange for Western University Student/Staff/Faculty Health Services to open their offices as required (transport services will be required); St. John Ambulance may be contacted by Incident Command to assist with first aid (as required);
- Counselling services team established by ESS if deemed necessary (King's Counselling and Student Development Services, WU Student Development Services, Campus Ministry, WU Student/Staff/Faculty Health Services, Employee Assistance Plan Provider, SSW faculty volunteers);
- A family reunification team will be formed by the ESS in coordination with Incident Command to ensure that all reasonable steps are taken to account for evacuees and match them with incoming inquiries from family and friends. Red Cross may be contacted by the ESS in coordination with Incident Command to provide registration and inquiry services;
- Information and communications systems will be established between Communications and ESS to ensure accurate information is disseminated to the people at the centre, as well as those people who may be concerned about the evacuees;
- In extended situations, the ESS in coordination with Incident Command may direct to have areas set up to provide activities (e.g. classroom(s), lounge areas opened to show movies, use of KUCSC games room, etc., information about availability and access to shower areas provided,);

### **Labatt Hall**

- The primary assembly area is designated as the atrium area
- The ESS in coordination with Incident Command will direct event staff to assist Campus Community Police Service to provide security and communications;
- The ESS in coordination with Incident Command will contact Physical Plant and other support services to assist as appropriate;
- ESS convenes in a suitable classroom, main and/or second floor (LH217);
- Liaison and communications facilities will be established to link the ESS team to the Western University Incident Command or EOCG, who provide the authority/direction of the ESS team;
- The primary reception centre will be set up in a suitable classroom (105 if possible).
- ARAMARK and/or Residence Staff may be directed by the ESS in coordination with Incident Command to open the kiosk to meet anticipated food and drink requirements;
- The ESS in coordination with Incident Command will direct emergency responders to provide services and will arrange for Student/Staff/Faculty Health Services to open

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

their offices as required (transport services will be required); St. John Ambulance may be contacted by Incident Command to assist with first aid (as required);

- Counselling services team established by ESS if deemed necessary (King's Counselling and Student Development Services, WU Student Development Services, Campus Ministry, WU Student/Staff/Faculty Health Services, Employee Assistance Plan Provider, SSW faculty volunteers)
- A family reunification team will be formed by the ESS in coordination with Incident Command to ensure that all reasonable steps are taken to account for evacuees and match them with incoming inquiries from family and friends. Red Cross may be contacted by the ESS in coordination with Incident Command to provide registration and inquiry services;
- Information and communications systems will be established between Communications and ESS to ensure accurate information is disseminated to the people at the centre, as well as those people who may be concerned about the evacuees;
- In extended situations, the ESS in coordination with Incident Command may direct to have areas set up to provide activities (e.g. classroom(s), lounge areas opened to show movies, use of KUCSC games room, etc., information about availability and access to shower areas provided,);

### **King Centre**

The King Centre could be utilized as an assembly area or reception area as an adjunct to Labatt Hall where capacity issues require.

- A resource acquisition group will be established by the ESS in coordination with Incident Command and/or EOCG to ensure that necessary support materials are obtained (clothing, food suppliers, etc.);
- When necessary a financial approval system is established between ESS and EOCG to address financial and cost control considerations.

### **4.7.2 King's-Owned Residences**

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

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

### **4.7.3 Evacuation Locations**

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Assembly areas have been designated for each residence facility ([See Appendix XX which is available in the Dean of Students Office](#)). Depending on specific circumstances, locations may be changed by Incident Command in coordination with ESS.

### **4.7.4 Residence Response Considerations**

The Residence Management Team, including student staff will be available to assist Campus Community Police Services and other emergency service designates to provide security, provisions and communication support.

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

Physical Plant, Residence Services and other support services may be called to assist as appropriate. ESS team will be provided with a convening room by Incident Command, including communications access. Reception centres will be set up according to level of need.

ARAMARK Services may be called upon to meet food and drink requirements. King's employee first aid responders can provide first-aid services; residence staff, which is also trained in first-aid, will be available to assist. In addition, St. John Ambulance and Student/Staff/Faculty Health Services may be contacted by Incident Command to provide additional treatment (as required). Residence space will be designated to these areas.

A counselling services team will be established by ESS to include members of the Counselling and Student Development Services, Campus Ministry, WU Student/Staff/Faculty Health Services, Employee Assistance Plan Provider, SSW faculty volunteers. This team may provide residence space to conduct individual counselling interviews (for example, study rooms and smaller lounges). Group counseling may be conducted in floor lounges, as they are equipped with sofas and chairs.

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

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



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

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

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

### **4.7.5 Other Lodging Alternatives**

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

Commercial accommodation – ESS may look to offering lodging in outside motels, hotels, hostels or commercial boarding homes (including Spencer Hall and Windermere Manor) and residences at Western University and other affiliated colleges during the summer period.

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

### **4.8 Services**

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

#### **4.8.1 Medical and First Aid**

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

The two active treatment hospitals in London are prepared to respond to campus community emergencies. Community emergency medical response agents (e.g., ambulance, health unit) will provide the on-site collection, triage and transport to hospital of casualties in a disaster situation. For immediate emergency response on campus, the King's employee first aid responders and Residence Assistants can be dispatched through Incident Command in the event their services are required.

#### **4.8.2 Family Reunification**

The ESS in coordination with Incident Command, possibly in conjunction with the services of the Red Cross, will endeavour to establish a list of affected members of the campus community. Lists of building occupants in King's-owned housing will be generated through the Residence Manager; Human Resources will provide lists of faculty/staff; Enrolment Services will provide names of students. The whereabouts of all

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

campus community members will be monitored by ESS and recorded according to these general lists. Regular updates on the status of individuals will be recorded by ESS and a contact number and/or web site will be set up where relatives/associates can get information.

Procedures for communicating emergency information, which include regularly updating the King's switchboard greetings to direct callers to information centres, such as the registration and inquiry area, and providing information on the King's web site are in place. In addition, Incident Command and/or EOCG will consider the possibility of using an existing call centre on campus. The primary location of registration and inquiry service will be in the reception centre, where all affected individuals will be directed in the event of an emergency. Incident Command may also call in the Red Cross for assistance with the registration and inquiry service.

### **4.8.3 Shelter and Accommodation**

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

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

Therefore, in the event of a campus-wide emergency, for those individuals unable to leave campus, reception centres may have to be located away from the King's campus. In the event that King's phone system is down, there are approximately 11 pay phones located throughout campus, at the following locations: Wemple Lobby, Wemple East Wing, Wemple Cafeteria, Wemple second floor, Wemple third floor, Dante Lenardon lower level, two in Library front entrance, Alumni Court front entrance and two in Labatt Hall entrance. Should phone systems go down citywide, Bell Canada will prioritize service support to public pay phones, over any other phones, such as residence phones. Phone line support may also affect computer network connections.

Consideration must also be given to the weather during an emergency/power failure. Extreme cold will require nearby temporary shelter, such as shuttle buses or an LTC bus, and buildings with at least enough generator support to maintain minimal lighting and life/safety systems (otherwise fire prevention will establish alternate safety measures). In the event of an emergency/power failure during extreme heat, care must be taken to protect building, network and phone systems from overheating. Campus community members who choose not to leave campus will be relocated to a building with unaffected cooling systems.

# KING'S UNIVERSITY COLLEGE - Emergency Response Plan

## 4.8.4 Care and Comfort

Depending on the circumstances of the emergency and considering the items that need to be taken into account in selecting a reception centre, the reception centre itself could be outfitted with approximately six mattresses, 150+ pillows, and 300 blankets borrowed from residence. Mattresses, pillows and blankets may be available from Western University, Huron and Brescia depending on the extent of the emergency. Red Cross may also be able to provide a supply of cots and blankets. Furniture, including some stackable chairs and small couches, are available from the residences. The Thames Market has chairs, which can be relocated. If the emergency occurred when students are occupying the residences, additional resources will need to be brought in as these chairs will be utilized by current residents.

## 4.8.5 Information Accessibility

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

## 4.8.6 Provision of Food

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

Where emergency food is available from the residences, priority must be assigned to meeting the needs of current residents before the emergency supply can be directed to the outside community. Provisions include paper plates, plastic cutlery, and simplified menus focusing on the distribution of dry goods. In all cases of emergency food provision, portion control will be maintained. In the event of a reception centre being located in a residence building, residence staff will be able to provide kitchen staff support. Assuming that food delivery trucks are still available, food supplies arrive three times per week (or every two days).

Should hydro not be available, prepared foods, such as sandwiches, fruits and vegetables will be initially offered. In addition, alternate cooking sources would be used for meal preparation, including barbecues.

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

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

Teams will be established by ESS to deliver food to reception centre(s). If possible the King's truck and/or other leased vehicles will be made available to ESS and Incident Command and if necessary, personal vehicles.

### **4.8.7 Clothing and Personal Needs**

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

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

### **4.8.8 Counselling and Support**

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

King's Counselling and Student Development Services, Campus Ministry, and WU Student Development Services have staff members available to respond to students in the event of campus emergencies. Faculty volunteers from the School of Social Work may be called upon also. During office hours, staff members will be contacted through the regular contact/ reception offices.

Emergency counselling appointment times will be immediately made available for those students affected by the tragic event and, when necessary, for the family members of students. In addition, counselors will be available to respond to any requests for consultation by phone and, when appropriate, will be present at a campus location such as a residence, administration or faculty building, or classroom to speak with staff, students, family members and faculty.

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

When the circumstances call for a group intervention, meetings will be arranged for counselors to speak with those requiring information. If warranted by the situation, contact will be made with Western University Chaplains' Services in order to secure their involvement in planning and leading the group meetings. ([For a list of contacts at the](#)

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Chaplains' Centre, please see Appendix V.)

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

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

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

## **4.9 Outside Assistance**

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

### **4.9.1 Canadian Red Cross**

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

Red Cross personnel may become an integral part of the King's Incident Command/ESS response. The Red Cross leader reports to King's Incident Command. All actions and expenditures relating to reception centre management will be coordinated through King's Incident Command, ESS and the EOCG.

# **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

## **4.9.1.1 Red Cross Resources**

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

## **4.9.1.2 Potential Red Cross Functions**

### **4.9.1.2.1 Volunteer Resource Management**

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

### **4.9.1.2.2 Reception Centre Leader**

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

### **4.9.1.2.3 Registration and Inquiry**

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

### **4.9.1.2.4 Emergency Lodging**

Red Cross may appoint an Officer of Emergency Lodging who will coordinate the general running and maintenance of the shelter and ensure that people's lodging needs are met in a safe environment. They will also assist King's in finding suitable lodging, as they have pre-arrangements with a number of hotels in London. Red Cross can also supply cots and blankets for use by evacuees.

# **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

## **4.9.1.2.5 Emergency Clothing**

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

## **4.9.1.2.6 Emergency Feeding**

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

## **4.9.2 Salvation Army**

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

## **4.9.3 St. John Ambulance**

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

## **5. CAMPUS EVACUATION AND TRANSPORTATION**

### **5.1 Purpose**

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

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

# **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

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

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

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

## **5.2 Description of Need**

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

## **5.3 Responsibility for Mass Evacuation**

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

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

## **5.4 Evacuation Strategy**

Mass evacuations will be staged commencing with those who are at highest risk of being affected by the emergency condition. For example, an emergency in the Wemple

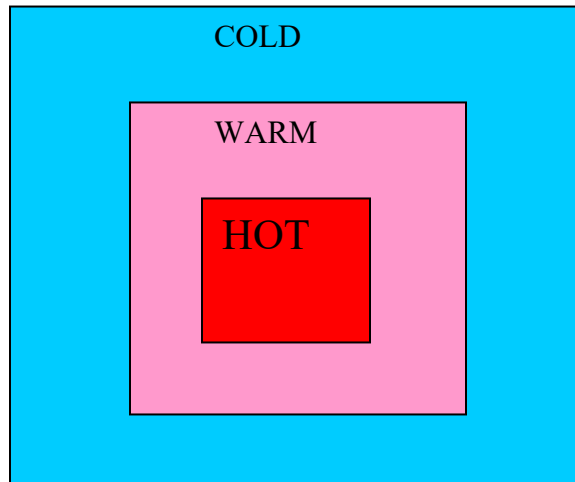


## KING'S UNIVERSITY COLLEGE - Emergency Response Plan

Building will require the immediate evacuation of that building. Once this has been completed a secure perimeter would be established around the building and adjacent parking lots. When this perimeter has been secured, neighboring buildings such as Alumni Court would be evacuated sequentially as required until an appropriate perimeter has been established.

The evacuated area would then be segmented into zones:

- Hot Zone** The area immediately affected by the emergency with access restricted to authorized emergency responders as controlled exclusively by the Incident Commander.
- Warm Zone** Area encircling the Hot Zone within which the emergency response teams would operate and establish command, control and communications for dealing with the emergency with access.
- Cold Zone** Area encircling the Warm Zone utilized for staging of personnel and equipment for use in responding to the emergency as controlled by designated emergency responders.



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## 5.5 The Evacuation Plan

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

The Incident Commander will advise all emergency response personnel that a mass evacuation has been ordered and specify the area involved. London police, fire and emergency medical services, if not already aware or responding, will also be notified of the order and the extent of and reason for the evacuation.

The hot zone will be identified and emergency response personnel will be assigned by the Incident Commander to ensure that it is fully evacuated and secured with warning tape, barricades, fencing or other means. Access to the hot zone will be controlled. All authorized emergency responders must enter through this point for accountability purposes. All emergency responders must check in and out through this access point.

The Principal or Designate will activate notifications and advise contacts in the affected area that an evacuation has been ordered and that all persons must leave the area. Evacuees will be advised that they should be prepared for a lengthy evacuation and, if reasonable, shut down equipment and take necessary personal belongings. Evacuees will be advised to monitor [www.kings.uwo.ca](http://www.kings.uwo.ca) and listen to the radio for updates on the evacuation and the location of reception centers when they have been established. If local web resources are compromised, emergency information will be provided at [www.kingsnews.ca](http://www.kingsnews.ca).

If it is determined that the evacuation may be a lengthy one, the Incident Commander or EOCG or ESS will take the necessary steps to implement provisions to establish reception centers for registration and to answer inquiries as well as make arrangements for accommodation and shelter if the evacuation involves a residence.

The Incident Commander is responsible for assignment of Campus Police, and other staff/groups (Parking and Grounds personnel) to assist in the movement of traffic out of the evacuated zone. Steps may include removal of parking control gates, conversion of two-way roads to one way outbound, erection of signs, barriers, barricades and control equipment to channel outbound vehicle and pedestrian traffic and prevent entry into the secured zone. Specific actions to meet this objective will be based on the location and extent of the evacuation. The Incident Commander will also initiate call-in of additional personnel and request assistance of the London Police as required.

When the hot zone has been evacuated, evacuation of the warm zone will commence. This phase may involve activation of the fire alarm in each affected building one at a time. Efforts will be made to provide information to evacuees as they exit the building or by any other available means such as building or mobile public address systems, portable p.a. systems etc. Evacuees will be advised that a general evacuation has been ordered and, if known, the location of emergency shelters or reception centers where they are to report.

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

As each zone has been evacuated to the satisfaction of the Incident Commander, police or other personnel will be assigned by the Incident Commander to maintain the perimeter and to prevent unauthorized access. No person will be allowed access without the authorization of the Incident Commander.

Staging areas will be identified and established by the Incident Commander. This information will be communicated to all emergency responders, EOCG and involved agencies. Arriving equipment and personnel will be advised to report to the staging area where they will be held until required or directed to the Incident Command Post for deployment.

If necessary, the Incident Commander and/or the EOCG will contact a Transportation Resources representative to advise them of the need for transportation services. In consultation with these service providers arrangements will be made for sufficient transportation of evacuees. Transportation vehicles will report to the ESS to collect evacuees and receive instructions.

Perimeters around each evacuation zone will be secured until it is determined by the Incident Commander that the emergency condition has passed and evacuated areas may be re-occupied.

The Incident Commander will establish outbound evacuation routes on a priority basis. High priority outbound routes will be identified first and sufficient personnel assigned to facilitate the orderly movement of people and vehicles from campus on the route. Personnel will be stationed at intersections to direct traffic whenever possible. Additional personnel will be assigned as necessary and when available to assist.

### **5.6 Transportation Resources**

A large-scale evacuation may require additional resources to transport evacuated persons from campus. This is particularly true when a residence facility is involved. In most cases, students who live in residence do not have access to private transportation. If it is determined that these students will require transportation to an off campus emergency shelter, safe transportation should be arranged.

It is understood that under emergency conditions there may not be sufficient lead-time to make arrangements for transportation services when required. Under such circumstances arrangements will be made to provide temporary shelter on campus or nearby in a reasonably safe location until transportation is available to move the evacuees to an emergency shelter facility.

In incidents where a large-scale evacuation has been ordered, it will be the responsibility of the Incident Commander and/or the EOCG (ESS) to contact transportation service providers and make a request for sufficient busses to transport the projected number of evacuees. As a general rule, one shuttle bus will transport up to 40 people safely.

The EOCG or ESS, in consultation with the Incident Commander will estimate the number of persons who will require transportation, where the evacuees will be housed,

## KING'S UNIVERSITY COLLEGE - Emergency Response Plan

when the emergency shelter will be available for occupancy by evacuees and when the evacuees will be ready to move.

The Incident Commander and/or EOCG (ESS) will make contact with the authorized service providers identified in 5.6.7 and advise that King's has ordered an evacuation and transportation resources will be required. The service provider will be advised of the number of evacuees, where the evacuees will be picked up, where they will be dropped off and the time frame within which the evacuation is to occur.

The service provider will indicate whether they will be able to comply with the request. Factors such as the time of day, weather conditions, availability of vehicles and drivers, other commitments and other demands on resources (such as a large scale municipal emergency) will determine availability of transportation resources and the time frame within which the service can be delivered.

The following are identified as possible service providers for transportation in the event of a large scale evacuation of campus:

- |                                    |              |
|------------------------------------|--------------|
| • Voyageur Transportation Services | 519 455-4580 |
| • London Transit                   | 519 451-1340 |
| • Murphy Bus Lines                 | 519 660-8200 |
| • Elgin Bus Lines                  | 519 451-4440 |

Once transportation services have been arranged, the Incident Commander will arrange to have personnel provided at the departure point for busses. Incident Command or ESS will brief these personnel on the transportation of evacuees and they will coordinate the loading of busses to transport evacuees to the emergency shelter.

If London Transit is providing transportation services, a London Transit Inspector may be available to coordinate bus transportation to the designated emergency shelter. The London Transit Inspector will liaise directly with the Incident Commander/ESS to facilitate transportation to the emergency shelter.

Pick-up locations for bus transportation will be pre-established for evacuation of residences. The primary location will be used unless it is unavailable or cannot be used for any reason. In the event the primary location cannot be used, the secondary location will be established.

The Incident Commander may also request buses during an emergency evacuation of short duration if temporary shelter is needed to protect building evacuees from the elements. This should only be considered, however, if there are no suitable buildings available to provide shelter for evacuees.

Care and services for evacuees at the emergency shelter will be provided as described in this plan.

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## 5.7 Re-Occupation of Evacuated Areas

Upon conclusion of an emergency or disaster situation necessitating an evacuation it will be necessary to coordinate the re-occupation of campus facilities by the evacuees.

It will be the responsibility of the Incident Commander and/or EOCG to determine that an emergency or disaster situation has concluded or that it is no longer necessary to maintain an evacuation of some or all of the evacuated areas and those King's facilities are safe for re-occupation and may return to normal operations.

Upon determining that evacuees may return to campus, the Incident Commander will notify the emergency shelter(s) that the emergency or disaster condition has been terminated and to prepare for re-occupation of the campus.

The Incident Commander will ensure commencement of the removal of barricades, signs and other control devices to allow for normal traffic flow back in to the evacuated area(s). This process will be conducted in reverse order to the establishment of zones. The cold zone will be prepared for re-occupation first, followed by the warm zone and finally the hot zone as appropriate.

Under some circumstances it may be necessary to maintain an evacuation of part of the campus until the emergency condition, which caused the evacuation, has been fully dealt with. It is possible that the emergency site cannot be re-occupied for a significant length of time or in the case of severe structural damage, not at all. Under such circumstances it will be necessary to maintain site security.

When a building is deemed to be unfit for re-occupation, retrieval of personal belongings from the emergency site will be at the discretion of the Incident Commander. Where it is considered safe to do so, building occupants will be allowed to enter the site under escort to retrieve personal belongings and then leave the site immediately afterward. Access to the site is to be restricted and the number of persons allowed to enter will be determined by the Incident Commander based on potential risk and the number of personnel available to provide escorts.

If it is deemed unsafe to enter the emergency site, building occupants will be advised that there will be no access allowed to the facility. Property within the building will be retrieved where possible by emergency personnel or demolition crews where the extent of the damage will allow this. A repository for recovered personal property will be established where building occupants may claim property belonging to them. Where property is lost or not recovered from the emergency site, building occupants will be advised on how and when to make claims for personal losses as a result of the emergency.

If ESS is involved, they will be advised that the evacuation order will be lifted and that they may make preparation to re-occupy facilities. Once these preparations have been completed, the Dean of Students or ESS will notify the Incident Commander and a re-occupation order can be issued by the Incident Commander.

## **KING'S UNIVERSITY COLLEGE - Emergency Response Plan**

When the evacuated areas have been made safe to occupy transportation services may be arranged through service providers. Buses will be sent to the emergency shelter(s) where ESS personnel will coordinate the boarding of buses and return the evacuees to the campus.

The Incident Commander and ESS will make the necessary arrangements to ensure that there is sufficient control of traffic to allow safe and orderly reoccupation of the evacuated areas.

### **6. PROGRAM ADMINISTRATION: KEEPING THE PLAN CURRENT**

#### **6.1 King's Emergency Management Program**

##### **6.1.1 Senior Administration**

The Senior Administration listed in 1.8.5 will provide leadership for the Emergency Management Program.

##### **6.1.2 Emergency Response Committee**

Coordination of emergency planning at King's will be handled by the Director of Physical Plant, the Dean of Students, the Director of Human Resources, the Vice-Principal, Finance and Support Services, and the Director of IT.

This group will rely heavily on advice from the WU ERT, CCPS, and the City of London (Fire Department and Police Services). They will ensure that this plan is kept up to date.