County Emergency Plan

IMS Version

This Emergency Plan is issued under the Authority of the
Council of the Corporation of the County of Peterborough as
per By-law 2014-68 dated August 27, 2014.

Updated October 27, 2017

Emergency Plan

Table of Contents

		Emergency Response Plan		**Page**

**Appendices
PAGE**

T**he Following Appendix H, I, J, K can be found in the Peterborough County/City Health
Unit
Binder**

FORM #	COC FORMS
Form 201	Incident Briefing
Form 202	Incident Objectives
Form 203	Organization Assignment List
Form 204	Resource Assignment List
Form 205	COC Telecommunications Plan
Form 206	Incident Medical Plan
Form 207	COC Organizational Chart
Form 208	Safety Message/Plan
Form 209-G	Incident Status Summary – Generic
Form 211	Incident Check-In List
Form 211 B	EOC Check-In List
Form 213	Media Release
Form 214	Activity Log
Form 215A	Incident Safety Analysis

Form 215 G   Operational Situation Worksheet

Form 218   Support Vehicle Inventory

Form 220   Operations Summary

Form 221   Demobilization Checkout

Form 227   Claims Log

Form 229   Incident Cost Summary

Form 260   Resource Request Form

Form 1001   Consolidated Action Plan

Section 1

Purpose:

The purpose of this Emergency Plan is to:

a) comply with the Emergency Management and Civil Protection Act, Section 3 (1) and Ontario Regulation 380/04 that require a municipality to have an Emergency Plan and an Emergency Response Plan in place;

b) establish, by By-law, a Council-approved policy document titled : "County Emergency Plan" . The Municipal Emergency Plan shall be used during an emergency,("emergency": defined on page 7.) and shall include:

i) the approval of Incident Management System (IMS) as the response system/process to be used to provide a co-ordinated, early response to an emergency, using the resources available, in order to protect the health, safety, welfare and property of the inhabitants of the emergency area. IMS can also be used prior to the declaration of an emergency and through the recovery stage of an emergency;

ii) the establishment of a procedure for the formal declaration and termination of an emergency within the Corporation of the County of Peterborough;

iii) the establishment of a County Control Group (CCG) and a County Operations Centre (COC) with a mandate to:
  a) provide support to the emergency incident site(s),
  b) provide for the requirements of the broader affected area, and,
  c) provide for business continuity for the Corporation and the community;

the provision of both an effective training program and the deployment of all resources required in an emergency situation in the Corporation of the County of Peterborough.

6

Section 2

Authority:
(Compliance with Legislation / Regulation / Policy Statements / Standards / By-law)

Authority for the development, content, and implementation of the County Emergency Response Plan is provided or referenced in the following:

a) **Emergency Management and Civil Protection, Act**;

Section 3 (1) states: "Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan". 2002, c. 14, s.5 (2)

Declaration of emergency
Section 4. (1) states: "The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area."

Declaration as to termination of emergency
 Section 4. (2) states: "The head of council or the council of a municipality may at any time declare that an emergency has terminated."

b) **Ontario Regulation 380 /04**;

Regulation 380 /04 Part II: Municipal Standards: Sections 10 through 15 provides direction on:
Section 10: Emergency Management Program Co-ordinator
Section 11 Emergency Management Program Committee
Section 12 Municipal Emergency Control Group
Section 13 Emergency Operations Centre
Section 14 Emergency Information Officer
Section 15 Emergency Response Plan (detail provided below)

Sections 15 (1) and 15 (2) state:

15 (1):   The emergency plan that a municipality is required to formulate under subsection 3 (1) of the Act shall consist of an emergency response plan.

15 (2):   An emergency response plan shall,
   (a)   Assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan; and
   (b)   Set out the procedures for notifying the members of the municipal emergency control group of the emergency

c) **Incident Management System (IMS) for Ontario (Doctrine) December, 2008**

(established under the authority of the Office of the Deputy Minister of Community Safety and the Office of the Chief, Emergency Management Ontario, Ministry of Community Safety and Correctional Services and approved January 30, 2009). (Effective 2013, Office of the Fire Marshall and Emergency Management, MCSCS)

The Doctrine is a comprehensive document providing the following content:

> General
> The Introductory Module
> The Response Module
> The Enabling Module
> The Supporting Module (contains Annexes A through F)

Section 4 of this Emergency Plan provides additional detail on IMS as outlined in the Doctrine.

For assistance in the use of this Emergency Plan, we provide three definitions as stated in Annex D-Glossary and Acronyms of Key Terms of the Doctrine:

Definition of Emergency (Also defined in the EMCP Act) :

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

Definition of Incident:

An occurrence or event, natural or human-caused that requires an emergency response to protect life, property, or the environment.

An incident may be geographically confined (e.g. within a clearly delineated site or sites) or

dispersed (e.g. a widespread power outage or an epidemic). Incidents may start suddenly (e.g. a chemical plant explosion) or gradually (a drought). They may be of a very short duration (a call for emergency medical assistance), or continue for months or even years.   Incidents can, for example, include major disasters, terrorist attacks or threats, emergencies related to wild-land and urban fires, floods, hazardous materials spills, nuclear events, aircraft emergencies, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies and other emergencies.

Definition of Incident Management System (IMS):

A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organization structure. The IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

d) **Accessibility for Ontarians with Disabilities Act / Ontario Regulation 429/11 and 191/11;**

The Act specifically identifies Standards to be set by Regulation.

Ontario Regulation 429/07 sets out requirements for Accessible Standards for Customer Service and Providing Documents in an Accessible Format

The Corporation of the County of Peterborough shall provide Emergency Plan information in an accessible format upon request in accordance with the Accessible Customer Service Standards Policy # Ca-1740- Notice and Provision of Documents in Accessible Formats Procedure.

Ontario Regulation 191/11 clarifies information requirements related to emergencies and to emergency plans.

Key references are provided as follows:

Emergency procedure, plans or public safety information

13. (1) In addition to its obligations under section 12, if an obligated organization prepares emergency procedures, plans or public safety information and makes the information available to the public, the obligated organization shall provide the information in an accessible format or with appropriate communication supports, as soon as practicable, upon request.
13. (2) Obligated organizations that prepare emergency procedures, plans or public safety information and make the information available to the public shall meet the requirements of this section by January 1, 2012.

e) **Municipal Freedom of Information and Protection of Privacy Act**, R.S.O. 1990, Chapter

M. 56

The Municipal Emergency Plan is a public document excluding the appendices which are deemed confidential.

As stated in the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990,:

Section 8. (1) A Head of an institution may refuse to disclose a record if the disclosure could reasonably be expected to,

(i)   endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;

Section 9 (1) A head shall refuse to disclose a record if the disclosure could reasonably be expected to reveal information the institution has received in confidence from,
(a) the Government of Canada;
(b) the Government of Ontario or the government of a province or territory in Canada;
(c) the government of a foreign country or state
(d) an agency of a government referred to in clause (a), (b) or (c) or
(e) **an international organization of states or a body of such an organization.**

Section10 (1) A head shall refuse to disclose a record that reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly, if the disclosure could reasonably be expected to,
(b) Result in similar information no longer being supplied to the institution where it is in the public interest that similar information continue to be so supplied;

Section 13: A head may refuse to disclose a record whose disclosure could reasonably be expected to seriously threaten the safety or health of an individual.

f) **Canadian Standards Association (CSA) Canadian Emergency Management** and Business Continuity Program Standard (CSA   Z1600);

Business Continuity Program Standard (CSA   Z1600) establishes a common set of criteria for disaster management, emergency management, and business continuity programs. This Standard was published in 2008.

While CSA Z1600 is non-binding, the IMS doctrine is designed to be consistent with it.

Below is an extract from the CSA Z1600 Standard:

6.5 Incident management

6.5.1*
The entity shall establish an incident management system to direct, control, and coordinate operations during and after an emergency.

6.5.2*
The incident management system shall assign specific organizational roles, titles, and responsibilities for each incident management function

The entity shall establish procedures for coordinating response, continuity, and recovery activities.

g) By-law # 2014 - 68 passed by the Council of the Corporation of Corporation of the County of Peterborough

By-law No. 2014-68 of the Corporation of the County of Peterborough as certified by the Clerk of the Corporation of Corporation of the County of Peterborough documents Council's official approval of this County Emergency Plan.

This Plan and By-law have been filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services

Section 3

Application:

All elected or appointed municipal officials of the Corporation of the County of Peterborough have an obligation to be fully aware of the contents of this Emergency Plan and must be prepared, at all times, to carry out the functions and responsibilities assigned to them.

Section 4

Incident Management Systems (IMS)

a) **IMS Overview:**

The designated County Control Group (CCG) for the Corporation of the County of Peterborough has adopted the Province of Ontario Incident Management System (IMS) as the tools and process to assist them in managing an emergency incident should it occur. In doing so it will allow them to be efficient and effective in taking action in the best interest of the residents and citizens they serve**.**

The IMS applies a functional approach to emergency management. In doing so, this allows for the utilization of available personnel to fulfill the required functional roles regardless of their normal daily positions and assignments within the County. It is however important to note that some functional requirements in the County Operations Centre (COC) are best suited to individuals who possess the required training, competency, and professional skills to fulfill the functional responsibilities.

The five functions of the Incident Management System as listed in the chart on page 16 are the responsibility of the County Operations Centre (COC) Commander. The first arriving County Control Group (CCG) member will assume the function of the COC Commander. The COC Command function may be transferred as other members of the CCG arrive. The COC Commander has the authority to delegate functions as required (tool box approach) and in doing so may establish each level as the need arises. The rule of thumb is the more complex the incident; the larger the command structure in order to effectively and efficiently manage the incident.

It is important to note the COC Commander is responsible for ensuring all functions of the IMS are completed regardless if he/she chooses to delegate the function or not.

b) **IMS Key Functions:**

The five key functions of IMS are; Command, Operations, Planning, Logistics, and Finance/ Administration. Refer to the following chart for an IMS Functions Guide. County Control Group members assuming the primary functions of IMS should have previously achieved the required training to do so.
Note: Detailed responsibilities for each of the IMS Functions are found in Sections 7 to 15.

Key IMS Functions & Responsibilities	
Function	**General Responsibilities**
COC Commander	**Responsible for the overall management of the COC facility and assigned resources within the COC, and the provision of support to Site Incident Command.**
Safety Officer **Command Staff**	**Monitors safety conditions and develops safety measures related to the <u>overall</u> health and safety of <u>all</u> incident responders. The Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures. (usually not delegated, remains as the I/C responsibility)**
Emergency Information Officer **Command Staff**	**Responsible for the development and release of emergency information regarding the incident to the public. Command must approve all emergency information that the EIO releases.**
Liaison Officer **Command Staff**	**Serves as the primary contact for Assisting or Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs.**
Operations Section Chief	**Responsible for providing overall supervision and leadership to the Operations Section, including the implementation of the IAP, as well as the organization and assignment of all operations resources.**
Planning Section Chief	**Responsible for providing overall supervision and leadership to the Planning Section as well as the organization and assignment of all planning resources. Responsible for coordinating the development of the Incident Action Plan for each operational period and the collection, collation, evaluation, analysis and dissemination of incident information.**
Logistics Section Chief	**Responsible for providing facilities, services and materials in support of the incident. Participates in the development of logistics-related Section of the Incident Action Plan, and activates and supervises the Branches and Units as well as the organization and assignment of resources within the Logistics Section.**
Finance & Administration Chief	**Responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects and ensures compliance with financial policies and procedures. Provides direction and supervision to Finance & Administration Section staff including their organization and assignment.**

c) **IMS Principles**

It is important to note that the five (5) key Functions of the Incident Management System are consistent throughout the Planning, Emergency Response, Mitigation, and the Recovery stages of Emergency Management.

The following seventeen (17) standard principles provide guidance to implementation of the key functions:

1. Standard Terminology

2. Applicability

3. Management by Objectives

4. Simplicity & Flexibility

5. Standardization

6. Interoperability

7. Unity of Command

8. Span of Control

9. Consolidated Incident Action Plan

10. Integrated communications

11. Sustainability

12. Modular & Scalable Organization

13. Information Management

14. Inter-Organizational Collaboration

15. Comprehensive Resource Management

16. Designated Incident Facilities

17. Accountability

d) **County Hierarchy:**

Unlike other emergency services, the County Corporation has no official designated ranking structure as found in the chain of command of emergency services, i.e. from Recruit to Chief. The corporate structure does however have a natural inferred hierarchy that is applicable to an Incident Management System.

The following applies to the Peterborough County Control Group (CCG) for the purpose of implementing the Incident Management System. (Listed in descending order)

Warden
Chief Administrative Officer (CAO)
Clerk, Directors, Treasurer, Chief of Paramedics,
Managers
Staff

Note: The Warden and in his/her absence the Deputy Warden are designated officials by legislation. Under this IMS structure they, and as needed other members of Council, form the **"Policy Group".** This is a designated separate entity, yet an intricate part of the Incident Management System.

e) **COC Standard Colours and Identification**

Corporation of the County of Peterborough Operations Centre (COC) adopts the Colour identification system set out in the Province of Ontario IMS Doctrine.

- COC Commander, Command Staff, and General Staff will wear a "Coloured Vest" with Function I.D. name on the back.

Function I.D.	Colour	
COC Commander & Command Staff		Green
Operations Chief		Red
Planning Chief		Blue
Logistics Chief		Yellow
Finance / Admin. Chief		Grey

- All other management, subordinates, and staff will be identified by lanyards with a Coloured Tag and Function I.D. Name

f) **IMS Functional Structure**
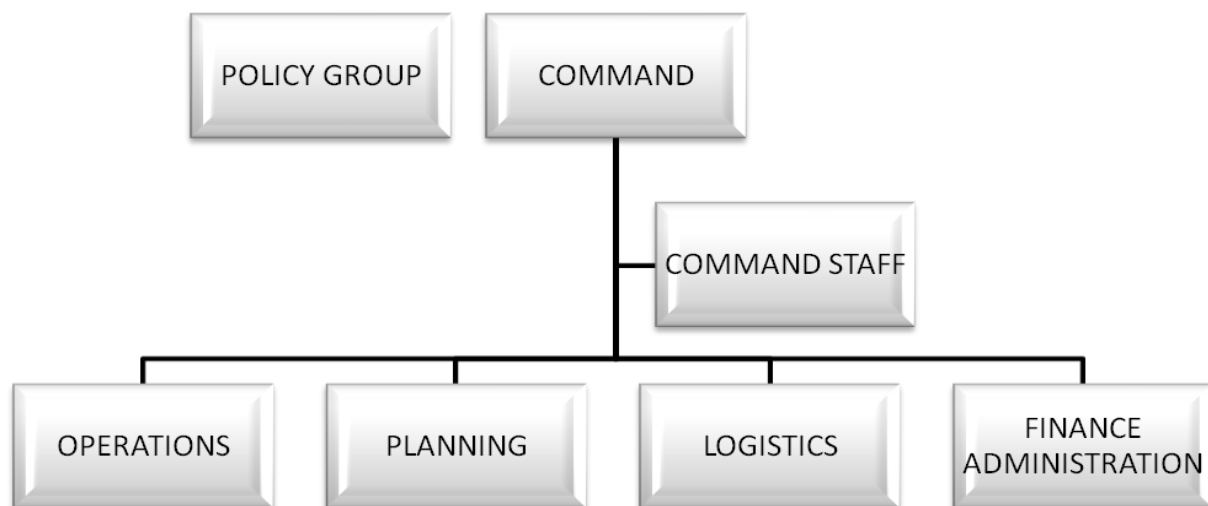
Note: See applicable Organizational Charts on page 19.

g) **COC Functional Process**

The following list outlines a typical functional cycle within the COC. The IMS is reliant upon an approved COC Action Plan (COC AP) with specific objectives and operational period of time.

    i.   Establish Command Function
    ii.   Set up COC
    iii.   Begin information gathering process (size up) (Incident Briefing)
    iv.   Perform Planning Function (expand as required)
    v.   Determine Primary Objectives & Strategy
    vi.   Develop COC Action Plan & Operational Period (acquire approval)
    vii.   Perform Logistics Function (expand as required)
    viii.   Perform Operations Function (expand as required) (Operations Briefing)
    ix.   Perform Finance Administration Function (expand as required)
    x.   Evaluate, Adjust, and Re-Evaluate

Once established the functions remain ongoing until the demobilization of the IMS structure and Command is terminated.

h) **Establishing Command:**

The "function" of COC Command will be assumed by the first arriving CCG member based on the above noted hierarchy (pg. 13). The CCG member shall remain as the COC Commander until relieved by the arrival of a senior or higher ranking CCG member or when a shift change is necessary.

The CAO has the authority to assume and/or delegate COC Command as he/she feels the emergency situation requires.

i) **Transfer of Command:**

COC Command, Command Staff, and General Command level transfers will take place via a detailed face to face briefing and exchange of information, with the final approval and acceptance of the new COC Commander, Command Staff, and General Command.

j) **COC Action Plan**

The COC Commander is responsible for the development of the COC Action Plan (COC AP), either personally or by delegation with the assignment of a Planning Section Chief. The COC AP will identify the strategy and objectives of the CCG for a specified operational period. The COC AP requires final approval of the COC Commander prior to implementation.

k) Operating Period

Members of the County Control Group will gather at regular intervals to inform each other of actions taken, pertinent information, and problems encountered. The Operational Period is set as the specific time period in order to achieve the objectives of the COC AP.

The COC Commander will establish the frequency of briefings/meetings based on the COC AP and the specified Operational Period. Meetings/briefings will be kept as brief as possible thus allowing members to carry out their assigned responsibilities.

Under the direction of the COC Commander and/or the Planning Chief, the Documentation Registration Officer (DRO) will ensure the status board is maintained and information/maps etc. are to be prominently displayed and kept up to date.

Example: COC Action Plan and Operational Period Development
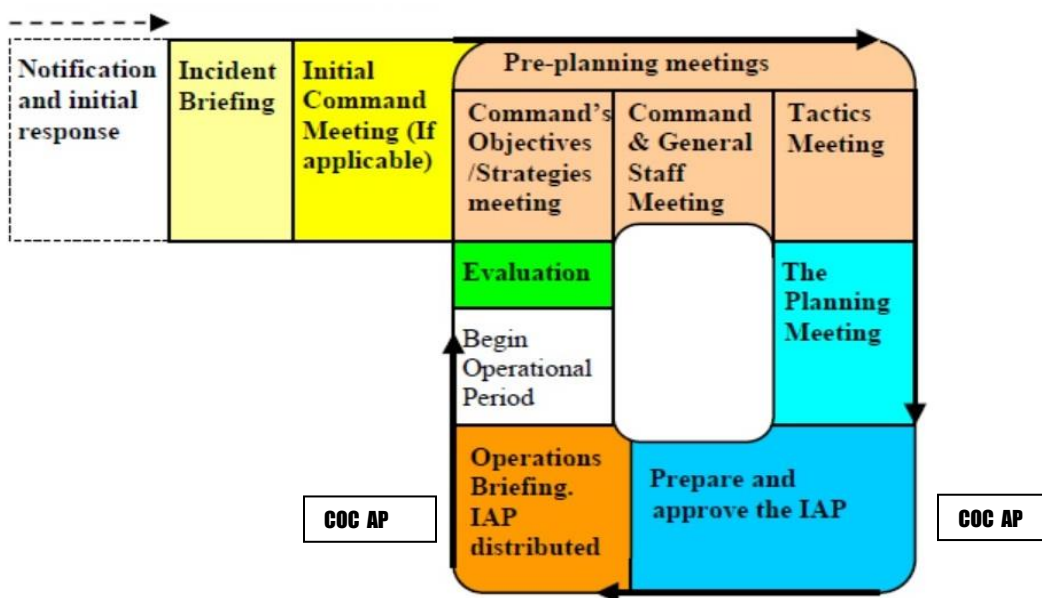
l) Expansion of the CCG & IMS

The COC Commander shall be responsible to assign and delegate the primary functions of the IMS. In many instances the Base Model (Level 1) may be all that is required for a County the size of Peterborough. However, as the incident grows, more assistance may be required in all or some of the functional areas. This process is governed by the "span of control" and modular organization. For example; the addition of branches, divisions and/or sectors may be required.

Peterborough COC/IMS Base Model (Level 1)

Tool Box

Policy Group

COC Command

- LO
- EI
- DRO

Finance Administration

Safety Officer

Events Log Documentation Unit

COC Check-in Registration

ESS

Operations
- Police
- Fire
- Public Works
- EMS
- MOH

Logistics
- IT

Planning
- GIS
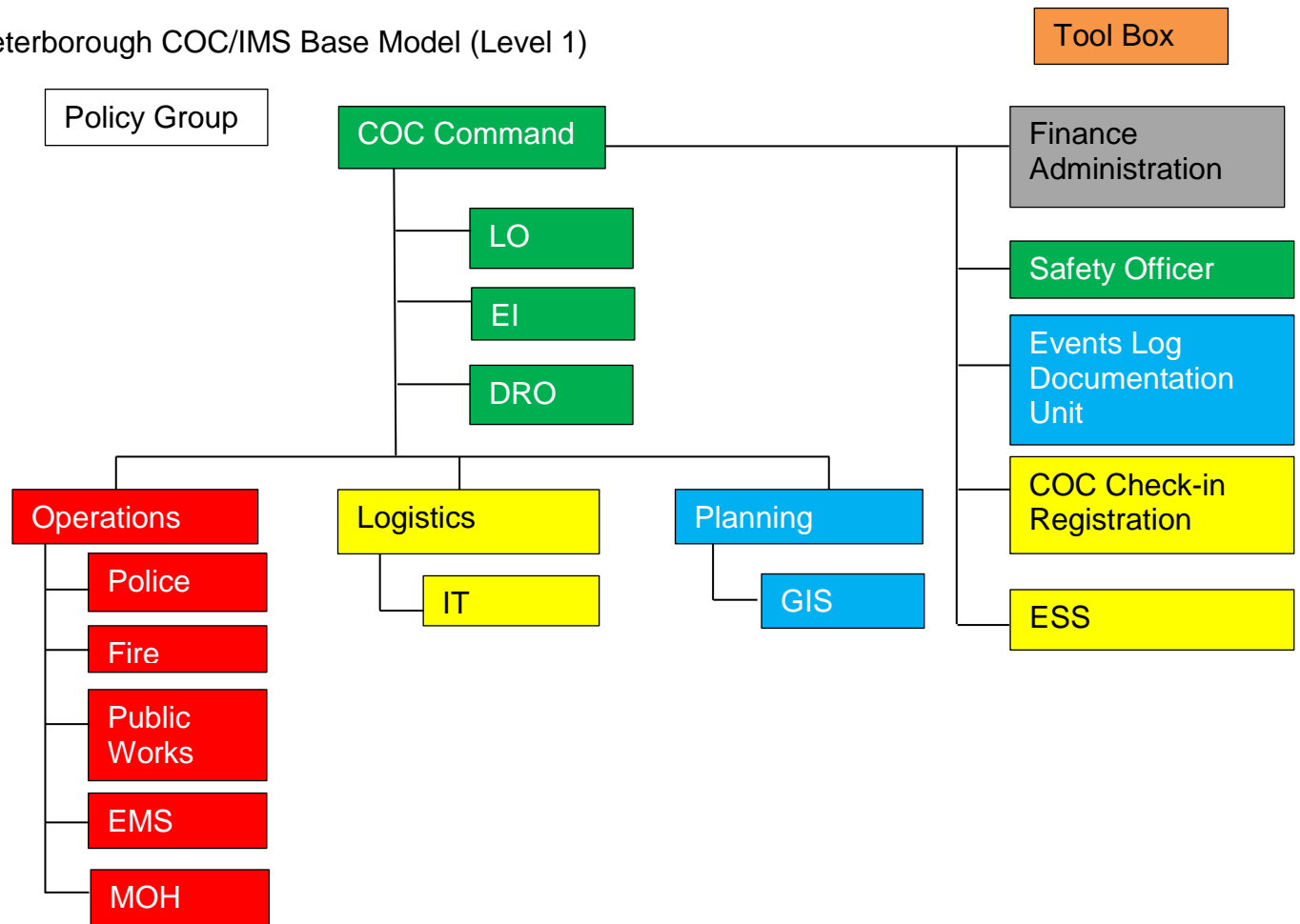
Peterborough Expanded Model (Level 2)

COC Command

Policy Group

Tool Box

- Safety Officer
- LO
- EI
- DRO

Operations
- Police
- Fire
- Public Works
- EMS

Logistics
- COC Check-in Registration
- IT
- ESS

Planning
- Events Log Documentation Unit
- GIS

Finance Administration
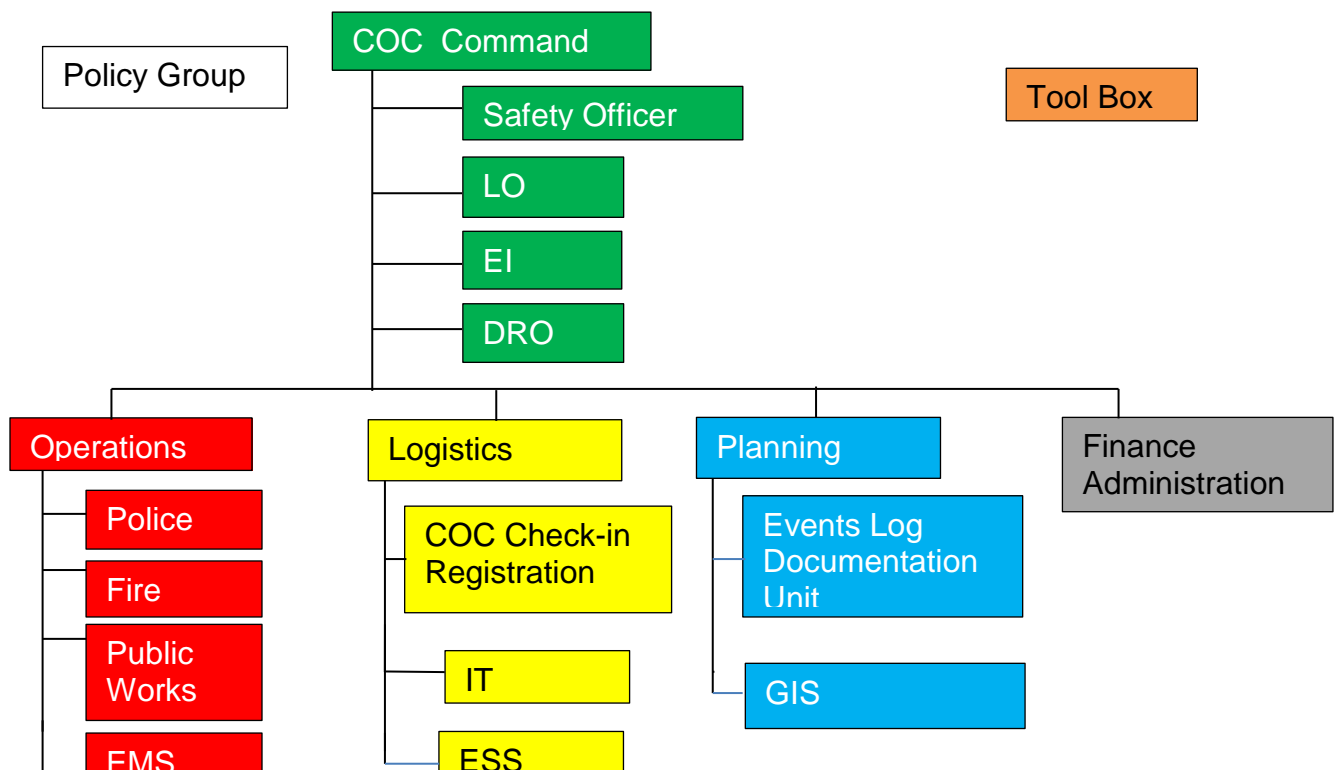
Section 5

County Control Group (CCG) / County Operations Centre (COC)

a) County Control Group (CCG) Responsibilities:

The general responsibilities of the CCG during an emergency are:

1. **Providing support to the incident site, including:**
   - Setting priorities and strategic direction,
   - Information collection, collation, evaluation and dissemination,
   - The management of resources,
   - Finance and Administration approvals.

2. **Providing for the Corporation and the Community at Large:**
   - Ensuring that business continuity, essential services and public health are maintained and/or restored Corporately, and for the Community at large, including where possible, the areas impacted by the emergency

3. **Under specific circumstances, the CCG may also exercise the following functions:**
   - Performing an Area Command role for multiple Incident Sites
   - Performing an Incident Command role.
   _____

Additional Responsibilities:

In addition the members of the County Control Group (CCG) are likely to be responsible for the following actions or decisions:

   - Calling out and mobilizing their emergency services, agency and equipment; Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
   - Determining if the location and composition of the County Control Group are appropriate;
   - Establishing direct continuous communications with the Policy Group and the Incident Site.
   - Advising the Warden as to whether the declaration of an emergency is recommended;
   - Advising the Warden on the need to designate all or part of the County as an emergency area;

20

- Ensuring that an Incident Commander (I/C) is established for each incident location;
- Ensuring support to the site I/C by offering equipment, staff and resources, as required;
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger;

- Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing down a shopping plaza/mall;
- Arranging for services and equipment from local agencies and non-governmental organizations (NGO) i.e. private contractors, industry, volunteer agencies, service clubs;
- Notifying, requesting assistance from and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary;
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer, for dissemination to the media and public;
- Determining the need to establish additional advisory groups and/or subcommittees/working groups for any aspect of the emergency including recovery;
- Authorizing expenditure of money required for dealing with the emergency;
- Notifying the service, agency or group under their direction, of the termination of the emergency;
- Maintaining a log outlining decisions made and actions taken;
- Participating in the debriefing following the emergency.
- Notifying the County Control Group as required.

b) County Operations Centre (COC)

Upon notification, the County Control Group shall report to the primary County Operations Centre located within the Council Chambers, County Courthouse, 470 Water St. Peterborough, ON. In the event this operation centre cannot be used, the alternate COC shall be activated which is located at Paramedic Headquarters, 310 Armour Road, Peterborough, ON. The COC location will be identified in Appendix "A" being the Notification and Recall of the County Control Group.

The COC is a facility that the County Control Group (CCG) has strategically predetermined as its location and equipped to facilitate executive decision-making and coordination. The COC is equipped with technological communication devices and equipment that is readily available to the members of the County Control Group to assist them in carrying out their assigned functions and duties.

c) County Control Group (CCG)

The emergency response will be directed and controlled by members of the County Control Group (CCG) performing the functions of IMS. They are responsible for coordinating the provision of management and resources necessary to minimize the effects of an emergency on the community. (See appendix A)

The CCG consists of the following persons:
a) Warden
b) Deputy Warden
c) Chief Administrative Officer / Deputy Clerk
d) Director of Planning
e) Chief of Paramedics
f) Director of Public Works
g) Director of Human Resources
h) Director of Corporate Projects and Services
i) Clerk
j) OPP
k) Emergency Social Services
l) County Fire Coordinator
m) Treasurer / Director of Finance
n) Medical Officer of Health
o) County Staff

The CCG may function with only a limited number of persons depending upon the emergency. While the CCG may not require the presence of all the people listed as members of the CCG, all members of the CCG shall be notified when activation occurs.

When an emergency exists but has not yet been declared to exist, CCG members may take such action(s) under this Emergency Response Plan as may be required to protect property and the health, safety and welfare of Corporation of the County of Peterborough.

The following chart identifies the suggested assigned responsibilities for primary and alternate CCG members. It is recognized that any member of the CCG may be required to carry out one or more of the five functions of the IMS or be assigned to perform a supporting role.

	Primary	Alternate
Policy Group	Warden	Deputy Warden
COC Commander	CAO	Director of Planning
Safety Officer	COC Commander	
Liaison	Clerk	EA to Director of Public Works
Doc. Reg. Officer (DRO)	Executive Assistant to CAO	County Administrative Staff
Emergency Information	Director, Corporate Projects &	Manager of Waste
Officer(s)-Media and	Services	Management
Public Inquiry	Director of HR	Deputy Clerk
Operations	Police, Fire, Public Works,	Police, Fire, Public Works,
Planning	Paramedics, MOH	Paramedics, MOH

Logistics		
Finance/Admin	Treasurer / Director of Finance	Deputy Treasurer

Common Responsibilities

Common Responsibilities Checklist

This listing provides an overview of the common responsibilities applicable to all County Control Group members. In most cases, these tasks are not repeated in the following position-specific checklists, as they are common to all CCG members. Some tasks are one-time actions, while other tasks are repetitive for the duration of the incident.

Activation:
▪ Applicable to staff in the Municipal Operations Centre (COC)
▪ Specific responsibilities may be customized to the response role, as required

Activation Phase Actions

☐ Upon arrival, check-in at designated Check-In location. (**COC Form 211-B)**

☐ Participate in facility/safety orientation on arrival for first shift, if required.

☐ Receive assignment from COC Commander, including:

   ▪ Job assignment (e.g. Safety Officer, etc.)
   ▪ Position Checklist
   ▪ Resource order number, request number or manifest number, (as applicable).
   ▪ Reporting location
   ▪ Reporting time
   ▪ Travel instructions, if applicable
   ▪ Safety instructions, if applicable
   ▪ Any special instructions (.e.g, travel, radio frequency)

☐ Receive briefing from immediate supervisor. Clarify any questions.

   ▪ Note: organization representatives from assisting or supporting organizations should report to the Liaison Officer at the COC, after check-in.

☐ Set up your workstation, review your position responsibilities and acquire work materials.

☐ Establish an **Activity Log** (**COC Form 214)** that chronologically describes your actions taken during your shift.

☐ Organize and brief subordinates (if applicable) on:

   ▪ Specific job responsibilities

- Co-workers within job function
- Define functional work areas
- Eating/sleeping arrangements
- Procedural instructions for obtaining additional supplies, services and personnel
- Identification of operational period work shifts
- Clarification of any important points pertaining to assignments
- Provisions for specific debriefings/handover at the end of the operational period
- The current **Action Plan (COC Form 1001)** or **Incident Objectives (COC Form 202)** or **Incident Briefing (COC Form 201)**, if an Incident Action Plan has not yet been developed.

☐ Know the assigned contact information requirements for your area of responsibility (e.g. phone number, radio frequency, PIN, email, etc.) and ensure that communication equipment is operating properly.

Operational Phase Actions

☐ Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers utilizing accepted risk analysis methods. Maintain accountability for assigned personnel with regard to exact location(s) and personal safety and welfare at all times.

☐ Use clear text and IMS terminology (no codes) in all communications.

☐ Complete forms and reports required of the assigned position and send through the supervisor to the Documentation Unit in the Planning Section. Ensure all forms are dated using the YYYY/MM/DD format.

☐ Maintain an **Activity Log (COC Form 214)**

☐ At the end of your shift, provide a detailed handover briefing to your relief. Ensure that all in-progress activities, outstanding issues, and follow-up requirements are identified.

Demobilization Phase Actions

☐ Assist with the deactivation of the COC at designated time, as appropriate.

☐ Deactivate your assigned position when authorized by the COC Commander.

☐ Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.

☐ Complete all required forms, reports and other

documentation. All forms should be submitted through your supervisor to the Planning Section, as appropriate, prior to your departure.

- [ ] If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation. Note any outstanding issues or unusual events.
- [ ] Clean up your work area before you leave.
- [ ] If de-activating email accounts or telephones, set required

  notifications (e.g. out-of-office email or voicemail notification).
- [ ] Leave forwarding contact information where you can be reached.
- [ ] Turn in assigned equipment.
- [ ] Complete a Demobilization Checkout Form **(COC Form 221)**.
- [ ] Send all completed forms and reports through your supervisor to the Documentation Unit in the Planning Section.
- [ ] Access critical incident stress management support, as needed.
- [ ] Participate in formal post-operational debriefings, as required by your organization.
- [ ] Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- [ ] Follow COC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other material, etc).

d) Notification Procedure of the County Control Group (CCG)

The County Control Group (CCG) are notified via the Ontario Provincial Police (OPP)
See Appendix A

The County Emergency Response Plan and the County Operations Centre may be activated in response to a variety of problems and any one of the members of the County Control Group (CCG) may call and/or initiate activation.

Notification Purpose:

The purpose of the Notification Procedure is to alert members of the CCG of the emergency and to relay that information to the rest of the County Control Group in a timely manner.

Refer to Appendix "A", Emergency Notification Procedure and backup procedure.

The "Notification of Emergency Alert" form is attached as Appendix "B". The Emergency Notification "Fan Out" Contact List, including contact numbers for requesting assistance, is attached as Appendix C.

e) Requests for Assistance

Assistance may be requested from Peterborough County at any time by the Lower Tier Municipalities by contacting the County Control Group as per Appendix "C", Peterborough County (COC) activation. The request shall not be deemed to be a request that the County assume authority and control of the emergency.

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting Emergency Management Ontario through the Provincial Operations Centre or the OPP Duty Officer.

Assistance may be requested from other Municipalities who are participating in the County Mutual Assistance Agreement as per Appendix M.

Assistance may be requested from other Municipalities who are participating in the Peterborough County Fire Services Emergency Plan, commonly referred to as Mutual Aid.

f) Declared State of Emergency (Notification)

The Warden, or in his/her absence the Deputy Warden, of Corporation of the County of Peterborough, as the Head of Council, is responsible for declaring an emergency. This decision is usually made in consultation with other members of the County Control Group.
Upon declaring or terminating an emergency, the Warden will notify:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services;
- Council;
- County Deputy Warden, as appropriate;
- Public;
- Neighbouring community officials, as required;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP);

A County emergency may be terminated at any time by:
- Warden or in his/her absence the Deputy Warden; or
- Council; or
- Premier of Ontario.

Section 6

Policy Group

Policy Group Members:

The Warden and/or Deputy Warden, CAO and/or Clerk

The Warden and/or his/her designate are members of the policy group in order to fulfill legislative duties, and shall enlist other such persons, including legal advisors, to form part of the Policy Group as he/she deems necessary to assist in the functions of the Policy Group.

Policy Group Function:

The Policy Group is an intricate and required part of the IMS Structure during a County State of Emergency. The purpose of the Policy Group is provide a structure to allow a functional avenue for advice and assistance, as required, to the County Control Group (CCG) in order to make the best informed decisions regarding the emergency situation.

The number of the Policy Group members is dependent upon the incident type, severity, and size, and is at the discretion of the Warden to seek and request assistance as required.

Responsibilities:

1. The Warden and/or his/her designate as head of the County Council of the Corporation of the County of Peterborough has designated authority under legislation when a potential or real state of emergency exists within the County.
2. The Warden and/or his/her designate reside as the head of the Policy Group in the IMS structure, providing governance, direction, and advice to the COC Commander throughout the emergency.
3. The Warden and/or his/her designate shall declare a state of emergency, as required.
4. The Warden and/or his/her designate shall terminate the declared state of emergency, as required.
5. The Warden and/or his/her designate shall provide information to County Council and other levels of government with regards to impacts of an emergency, as required.

6. The Warden and/or his/her designate will provide information necessary to keep the media and public informed in concert with the COC Command.

Activation Phase:

Common COC check-in activities:

- Sign in on the COC Check-in/Check-out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationery, and necessary reference documents (e.g. plans).

- Review your Position Checklist,
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, Review of Position Log, etc.

Specific functional activities:

- Determine appropriate level of activation based on available situation information.
- Consult with COC Commander to determine what other Council Members, and levels of Government have been notified.

Operational Phase:

- Declaration of the state of emergency in consultation with the COC Command, as required.
- Monitor COC activities and advise COC Commander of any further actions required to ensure operational efficiency and effectiveness.

- Document all decisions, approvals, and significant actions in the Position Log.
- Attend periodic CCG briefings to share status and situational information.
- In conjunction with the COC Commander and Emergency Information Officer, review media releases for final approval.

- Conduct/participate in media briefings as required in coordination with the Information Officer.

- Approve allocation priorities for critical resource requests, as required.
- Brief incoming COC Command at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

- Advise and consult with COC Command regarding COC demobilization strategies.
- Conclude emergency response and transition to recovery phase in consultation with Policy/ Group.

Demobilization Phase:

- Declare termination of the state of emergency in consultation with the COC Command.
- Deactivate your assigned position after all other COC functions are demobilized.
- Ensure that any open actions are completed.
- Complete all required forms, reports, and position logs and submit to Documentation Unit.
- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g. sign out, leave a contact phone number, return equipment or other materials, etc).

- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Checklist in Consideration of a Declaration of Emergency
as

---

* This checklist is for use by municipal heads of council considering the declaration of an emergency within their municipality. This checklist is not intended to provide any sort of legal advice – it is merely a reference tool.

An emergency is defined under the *Emergency Management and Civil Protection Act* as "a situation, or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise" [Section 1, definition of an emergency].

Under the *Emergency Management and Civil Protection* Act, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. The Premier, the head of council, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

If the decision is made to declare an emergency, the municipality must notify Emergency Management Ontario (on behalf of the Minister of Community Safety and Correctional Services) as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead, using the template provided by Emergency Management Ontario, and should be faxed to (416) 314-0474. When declaring an emergency, please notify the Provincial Emergency Operations Centre at 1-866-314-0472.

When considering whether to declare an emergency, a positive response to one or more of the following criteria **may** indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government:

- ❑ **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) permits a head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law" during an emergency.]

- ❑ **Does the situation pose a danger of major proportions to life or property?** [Section 1, definition of an emergency]

- ❑ **Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical**

care)? [Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]

❑ **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council's ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the *Police Services Act* provides for the creation of special policing arrangements during an emergency.]

❑ **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an "emergency" is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.]

❑ **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

❑ **Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?** [Section 11 (1) states that "no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty." Section 11 (3), however, states "subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality…."]

❑ **Are volunteers assisting?** [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered "workers" under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

- ❑ **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) permits the head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan." Section 13 (3) empowers a municipal council to "make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency."]

- ❑ **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the "council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency."]

- ❑ **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.]

- ❑ **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Community Control Group, can greatly facilitate multi-agency and multi-government response.]

- ❑ **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, to make agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the

province. The declaration of an emergency may assist a municipality in obtaining federal assistance.]

□ **Does the situation involve a structural collapse?** [Structural collapses involving the entrapment of persons *may* require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Emergency Management.]

□ **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario is developing three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Emergency Management.]

□ **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the *Emergency Management and Civil Protection Act* may provide municipal councilors and employees with certain protections against personal liability.]

□ **Will your municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

Economic and Financial:

□ **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]

□ **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]

- **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost…."]

Policy Group Checklist

Policy Group

The COC Commander is responsible for the overall management of the County Operations Centre. In most cases, the COC is used for executive decision-making and coordinating off-site support for Incident Command or Area Command. This support typically involves the setting of priorities and strategic direction, information support, resource management support, legal support, financial support, among other forms of off-site support. In this support role, it is also likely that the COC would manage the delivery of essential services to areas not directly impacted by an Emergency. The COC may also be activated to provide support to another MOC, rather than an Incident Management Team. Under specific circumstances, it is possible that Area Command and/or Incident Command may be activated at the COC-level. In such cases, the Area Commander and Incident Commander checklists should be referenced (see below). Unless otherwise delegated, all COC activities are the responsibility of the COC Commander.

Activation:
- Incident Support (from the COC)

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist. (Appendix N)

☐ Determine appropriate level of activation based on available situation information, in consultation with COC Commander.

☐ Consult with COC Commander to determine what other Council Members, Municipalities and levels of Government have been notified

Operational Phase Actions

☐ Declaration of the state of emergency in consultation with the COC Command, as required. (Declaration form)

☐ Monitor COC activities and advise COC Commander of any further actions required to ensure operational efficiency and effectiveness.

☐ Document all decisions, approvals, and significant actions in the Activity Log **(COC Form 214)**

☐ Attend periodic CCG briefings to share status and situational information.

☐ In conjunction with the COC Commander and Emergency Information Officer, review media releases for final approval **(COC Form *Media Release Template)**

☐ Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.

☐ Approve allocation priorities for critical resource requests, as required **(COC Form 204)**

☐ Brief incoming Policy Group members at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

☐ Advise and consult with COC Command regarding COC demobilization strategies.

☐ Conclude emergency response and transition to recovery phase in consultation with Policy/Executive Group.

Demobilization Phase Actions

☐ Declare termination of the state of emergency in consultation with the COC Command.

COC Commander

Reports to: Policy Group

Responsibilities:

1. Exercise overall management responsibility for activation, coordination, and demobilization of site support activities in the COC.
2. Determine COC priorities and objectives in consultation with CCG and monitor continuously to ensure appropriate actions are taken and modified as necessary.
3. Ensure sufficient support, policy advice, and resources are made available in order to accomplish priorities and objectives.
4. Ensure appropriate staffing levels for the COC are established and maintained to support organizational effectiveness.
5. Direct appropriate emergency public information actions in consultation with the Emergency Information Officer, ensure appropriate risk management measures, including worker care strategies, are instituted; and ensure communications are established with appropriate assisting and cooperating agencies.
6. Maintain communication link with Policy Group.

Activation Phase:

Common COC check-in activities:
- Sign in on the COC Check-in/Check-out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationery, and necessary reference documents (e.g. plans).

- Review your Position Checklist, as well as checklists of other positions you are responsible for

- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, Review of Position Log, etc.

Specific functional activities:

- Determine appropriate level of activation based on available situation information.
- Determine/assess which Sections or functions are needed and ensure appropriate personnel are mobilized for the initial activation of the COC.

- Assign COC Command Staff and General Command Staff personnel as required
- Ensure the COC IMS organizational staffing chart showing assigned positions is posted.
- Establish initial priorities for the COC based on current status and information from Incident Commander(s), and communicate to all involved parties.

- Schedule COC Action Planning meeting, and as needed appoint and have the Planning prepare the agenda.

- Consult with Liaison Officer and the CCG to determine what representation is needed at the COC from other organizations or assisting agencies.

Operational Phase:

- Monitor COC activities and advise the CCG of any further actions required to ensure operational efficiency and effectiveness.

- Document all decisions, approvals, and significant actions in the Position Log.
- Conduct periodic CCG briefings to share status and situational information.
- Identify higher level Management priorities, in coordination with the Policy Group for inclusion in the initial COC Action Planning meeting.

- Convene the initial COC Action Planning meeting; ensure objectives, strategy, and operational periods are established and appropriate planning procedures are followed.

- Review, approve, and authorize implementation of COC Action Plan objectives and strategy once completed by the Planning Section.

- Consult periodically with the CCG to ensure COC AP priorities for the operational period remain current and appropriate.

- Ensure the Liaison Officer establishes contact with Peterborough County MOC's, adjacent jurisdictions/agencies and other levels of site support as appropriate, and that contact is maintained.

- Ensure that the Liaison Officer establishes and maintains effective inter-agency coordination with cooperating agencies and other stakeholders.

- In conjunction with the Emergency Information Officer, review media releases for final approval.

- Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.

- Approve COC Situation Reports, prior to distribution.
- Approve allocation priorities for critical resource requests, as required.
- Conduct periodic briefings for the Policy Group.

- Ensure the Policy Group and CCG are informed and/or involved with any emergency declarations or senior policy directives, as applicable.

- Supervise the CCG personnel.
- Brief incoming COC Commander at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

- Ensure a Demobilization Plan is developed prior to the demobilization phase.
- Advise and consult with Policy Group regarding COC demobilization strategies.
- Authorize demobilization in whole or in part of the IMS structure when they are no longer required.

- Conclude emergency response and transition to recovery phase in consultation with Policy Group.

Demobilization Phase:

- Deactivate COC when emergency event no longer requires the COC activated, and ensure all other facilities are notified of deactivation.

- Deactivate your assigned position after all other COC functions are demobilized.
- Ensure that any open actions are completed.
- Complete all required forms, reports, and position logs and submit to Documentation Unit.
- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g. sign out, leave a contact phone number, return equipment or other materials, etc.).

- Access critical incident stress management support, as needed.
- Be prepared to contribute to an COC Post Incident Action Report (PIAR).
- Participate in formal post-operational debriefings, as required by your organization.

Command Staff

COC Commander Checklist

The COC Commander is responsible for the overall management of the Emergency Operations Centre. In most cases, the COC is used for executive decision-making and coordinating off-site support for Incident Command or Area Command. This support typically involves the setting of priorities and strategic direction, information support, resource management support, legal support, financial support, among other forms of off-site support. In this support role, it is also likely that the COC would manage the delivery of essential services to areas not directly impacted by an Emergency. The COC may also be activated to provide support to another COC, rather than an Incident Management Team. Under specific circumstances, it is possible that Area Command and/or Incident Command may be activated at the COC-level. In such cases, the Area Commander and Incident Commander checklists should be referenced (see below). Unless otherwise delegated, all COC activities are the responsibility of the COC Commander.

Activation:
- Incident Support (from an COC)

Reports To:
- Municipal Control Group (CCG), Policy Group or other designated authority

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist.(Appendix N)

☐ Ensure that a COC check-in procedure is established, using the **COC Check-In List (COC Form 211-B)**

☐ Ensure that a **COC Organization Chart (COC Form 207)** is posted and completed.

☐ Determine/assess which Sections or functions are needed and ensure appropriate personnel are mobilized for the initial activation of the COC

☐ Assign COC Command Staff and General Command Staff personnel as required

☐ Ensure the COC IMS organizational staffing chart showing assigned positions is posted.

☐ Establish initial priorities for the COC based on current status and information from Incident Commander(s), and communicate to all involved parties.

☐ Obtain briefing from current COC Commander. Reference the **Incident Briefing Form (COC Form 201)** and/or **Incident Situation Report (COC Form 209)** if in use, if applicable.

☐ Schedule COC Action Planning meeting, and as needed appoint and have the Planning Chief prepare the agenda.

☐ Consult with Liaison Officer and the CCG to determine what representation is needed at the COC from other organizations or assisting agencies.

Operational Phase Actions

- [ ] Monitor COC activities and advise the CCG of any further actions required to ensure operational efficiency and effectiveness.
- [ ] Document all decisions, approvals, and significant actions in the **Activity Log (COC Form 214)**
- [ ] Conduct periodic CCG briefings to share status and situational information.
- [ ] Identify higher level Management priorities, in coordination with the Policy Group for inclusion in the initial COC Action Planning meeting.
- [ ] Convene the initial COC Action Planning meeting; ensure objectives, strategy, and operational periods are established and appropriate planning procedures are followed.
- [ ] Review, approve, and authorize implementation of COC Action Plan objectives and strategy once completed by the Planning Section.
- [ ] Consult periodically with the CCG to ensure COC AP priorities for the operational period remain current and appropriate
- [ ] Ensure the Liaison Officer establishes contact with Peterborough County COC, adjacent jurisdictions/agencies and other levels of site support as appropriate, and that contact is maintained.
- [ ] Ensure that the Liaison Officer establishes and maintains effective inter-agency coordination with cooperating agencies and other stakeholders.
- [ ] In conjunction with the Emergency Information Officer, review media releases for final approval.
- [ ] Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.
- [ ] Approve COC Situation Reports, prior to distribution **(COC Form 209)**
- [ ] Approve allocation priorities for critical resource requests, as required.
- [ ] Conduct periodic briefings for the Policy Group.
- [ ] Ensure the Policy Group and CCG are informed and/or involved with any emergency declarations or senior policy directives, as applicable.
- [ ] Supervise the CCG personnel.
- [ ] Brief incoming COC Commander at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- [ ] Ensure a Demobilization Plan is developed prior to the demobilization phase **(COC Form 221)**
- [ ] Advise and consult with Policy Group regarding COC demobilization strategies.
- [ ] Authorize demobilization in whole or in part of the IMS structure when they are no longer required.
- [ ] Conclude emergency response and transition to recovery phase in consultation with Policy Group.

Demobilization Phase Actions

- [ ] Deactivate COC when emergency event no longer requires the COC activated, and ensure all other facilities are notified of deactivation.

☐ Access critical incident stress management support, as needed.

☐ Ensure that any open actions not yet completed will be handled after demobilization.

☐ Be prepared to contribute to a COC Post Incident Action Report (PIAR).

☐ Participate in formal post-operational debriefings, as required by your organization.

Section 8

Safety Officer "SO"– (Command Staff)

Reports to: COC Commander

Responsibilities:

1. Ensure that good risk management practices are applied throughout the COC and that every function contributes to the management of risk.
2. Protect the interests of all COC participants, agencies and organizations by ensuring due diligence in information collection, decision-making, and implementation.
3. Monitor situations for risk exposures and ascertain probabilities and potential consequences of future events.
4. Provide advice on safety issues.
5. Ensure the implementation of appropriate safety measures and worker care practices in the COC.
6. Exercise authority to halt or modify any and all unsafe operations within or outside the scope of the COC Action Plan, and notify the COC Commander of actions taken.
7. Ensure that appropriate security measures have been established to allow for only authorized access to the COC facility and documentation.

Activation Phase:

Common COC Check-In Activities:
- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationery, and necessary reference documents.

- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.

- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

Specific Functional Activities:

- Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

- Perform a risk identification and analysis of the COC and activities.
- Request the assistance of a safety specialist, if you are not familiar with all aspects of safety and relevant legislation.

- Monitor set-up procedures for the COC to ensure that proper safety regulations are adhered to.

- Ensure that security protocols are implemented; including checkpoints at all COC entrances to allow only authorized personnel access to the COC, as well as staff sign-in and identification procedures.

- Coordinate health, safety and worker care information for staff orientation briefings.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Brief the incoming COC Safety Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

- Review and assess reports of damage and loss. If assigned, work with the Situation Unit in Planning and the Compensation and Claims function in Finance.
- Identify and document risk and liability issues, and ensure that the COC Commander is advised.

- Gather and organize evidence that may assist COC organizations in future legal defense.
- Assist the COC Commander in reviewing news releases, public alerts and warnings, and public information materials from a risk management perspective.

- Evaluate situations for risk exposure and advise the COC Commander of any conditions and actions that might result in liability (e.g. oversights, improper response actions, etc.).

- Conduct interviews and take statements to investigate major risk management issues.
- Identify potential claimants and the scope of their needs and concerns.
- Advise personnel regarding strategies for risk management and loss reduction.
- Assist the COC Commander in deactivation activities, including collection of all relevant paper and electronic records, and any materials necessary for after-action reporting procedures, and organizing records for final audit.

- Monitor and evaluate COC activities to ensure applicable occupational health and safety standards are implemented and adhered to.

- Coordinate with Finance on any COC personnel injury claims or records preparation, as necessary for proper case evaluation and closure.

- Coordinate with Logistics Personnel Unit to ensure that appropriate worker care measures are implemented, and all COC personnel are aware of their responsibilities in this regard.

- Monitor security checkpoints and COC facility access.
- Address security issues with COC Command, recommending improvements where necessary.

Demobilization Phase:

- Deactivate your assigned position when authorized by the COC Commander.
- Assist with the deactivation of the COC at designated time, as appropriate.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.

- Complete all required forms, reports, and position logs, prior to demobilization.
- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g. sign out, leave a contact phone number, return equipment or other materials, etc.).

- Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Command Staff

Safety Officer Checklist

The Safety Officer monitors safety conditions and develops safety measures to ensure the health and safety of all responders. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the <u>overall</u> health and safety of <u>all</u> incident responders. This is done in close conjunction with Command and the Operations Section Chief and the Planning Section Chief. The Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures. Tasks may be delegated to the appropriate assistant, if applicable.

Activation:
- Activated by COC Commander
- Responsibilities of the Safety Officer should be customized accordingly

Reports To:
- COC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist (Appendix N)

☐ Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

☐ Perform a risk identification and analysis of the COC and activities.

☐ Request the assistance of a safety specialist, if you are not familiar with all aspects of safety and relevant legislation.

☐ Monitor set-up procedures for the COC to ensure that proper safety regulations are adhered to.

☐ Ensure that security protocols are implemented; including checkpoints at all COC entrances to allow only authorized personnel access to the COC, as well as staff sign-in and identification procedures

☐ Coordinate health, safety and worker care information for staff orientation briefings.

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the Activity Log **(COC Form 214)**.

☐ Brief the incoming COC Safety Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

☐ Review and assess reports of damage and loss. If assigned, work with the Situation Unit in Planning and the Compensation and Claims function in Finance **(COC Form 227).**

☐ Identify and document risk and liability issues, and ensure that the COC

Commander is advised.

☐ Gather and organize evidence that may assist COC organizations in future legal defence.

☐ Assist the COC Commander in reviewing news releases, public alerts and warnings, and public information materials from a risk management perspective

☐ Evaluate situations for risk exposure and advise the COC Commander of any conditions and actions that might result in liability (e.g. oversights, improper response actions, etc.).

☐ Conduct interviews and take statements to investigate major risk management issues.

☐ Identify potential claimants and the scope of their needs and concerns.

☐ Advise personnel regarding strategies for risk management and loss reduction.

☐ Assist the COC Commander in deactivation activities, including collection of all relevant paper and electronic records, and any materials necessary for after-action reporting procedures, and organizing records for final audit.

☐ Monitor and evaluate COC activities to ensure applicable occupational health and safety standards are implemented and adhered to.

☐ Coordinate with Finance on any COC personnel injury claims or records preparation, as necessary for proper case evaluation and closure.

☐ Coordinate with Logistics Personnel Unit to ensure that appropriate worker care measures are implemented, and all COC personnel are aware of their responsibilities in this regard.

☐ Monitor security checkpoints and COC facility access.

☐ Address security issues with COC Command, recommending improvements where necessary.

☐ Participate in the development of Action Plan (AP):

- Provide Safety Message and/or Safety Plan (as required), using:
  - **COC Form 202: Incident Objectives** (complete safety-related blocks #8, #9)
  - **COC Form 208: Safety Message/Plan** (if required)
- Assist in the development of the "Special Instructions" block of IMS **COC Form 204 (Resource Assignment List),** as requested by the Planning Section.

Demobilization Phase

☐ Coordinate critical incident stress, hazardous materials, and other debriefings.

Section 9

Liaison Officer "LO"– (Command Staff)

Reports to: COC Commander

Responsibilities:

1. In consultation with the CCG, ensure procedures are in place for working and communicating with the Peterborough County Operations Centre (COC) and other government and Non-Government Organization (NGO) agency representatives.
2. Request agency representatives for the COC, as required by the CCG, to ensure all necessary roles and responsibilities are addressed, enabling the COC to function effectively and efficiently.
3. Maintain a point of contact, and interact with representatives from other agencies arriving at the COC.
4. Liaise with relevant operation/coordination centers or agencies/departments not represented in the COC.
5. Assist and advise the COC Commander and the CCG as needed, and provide information and guidance related to external agencies and organizations.
6. In coordination with the Emergency Information Officer, assist the COC Commander in ensuring proper procedures are in place for communicating with the Policy Group, and conducting VIP/visitor tours of the COC facility.
7. Liaise with local authorities, other COCs and Provincial and Federal organizations and share information in accordance with COC and organizational policies.

Activation Phase:

Common COC Check-In Activities:
- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish your workstation and request any necessary resources – e.g. computer, phone, pager/cell phone, stationery, and necessary reference documents.

- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.

- Establish/maintain a Position Log.

- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

Specific Functional Activities:

- Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

- Assist the COC Commander in identifying appropriate personnel to staff the COC, if required.

- Provide assistance and information to the CCG regarding external assisting organizations.
- Establish contact with external agencies, and confirm that contact information for agency representatives (e.g. telephone, radio, internet) is current and functioning.

- Ensure registration and sign-in procedures are established for external assisting agencies working within the COC.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the COC Commander and the CCG, participate in developing overall COC priorities and action planning process.

- Provide status reports and situation information from non-represented cooperating agencies to the COC Commander and in the CCG briefings, as appropriate.

- Provide general advice and guidance to agencies and COC staff, as required.
- Ensure that all notifications (e.g. emergency declarations) are made to agencies not represented in the COC.

- Ensure that communications with appropriate external non-represented agencies (such as: public utilities and transportation, volunteer organizations, private sector, etc.) are established and maintained.

- Assist the COC Commander in preparing for and conducting briefings with the CCG members, elected officials, and other stakeholders.

- Assist external non-represented cooperating agencies with completing of status and situation reports where necessary, and forward to the Planning Section.
- Advise the COC Commander of critical information and requests contained within agency situation reports.

- Forward approved COC Situation Reports to non-represented agencies, as requested.

- Assist the COC Commander in establishing and maintaining an inter-agency coordination group comprised of external cooperating agency representatives and executives not assigned to specific Sections within the COC and other stakeholders, as required.

- In consultation with the Emergency Information Officer, conduct tours of COC facility as requested.

- Brief the incoming COC Liaison Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

- Assist with the deactivation of the COC at the designated time, as appropriate.
- Notify external non-represented agencies in the COC of the planned demobilization, as appropriate.

- Assist the COC Commander with the transition to recovery phase.

Demobilization Phase:

- Deactivate your assigned position when authorized by the COC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.

- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization

- Clean up your work area before you leave.

- Follow COC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc).

- Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Command Staff

Liaison Officer Checklist

The Liaison Officer serves as the primary contact for Assisting and Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned Assistants from other organizations also involved in the incident response. Tasks may be delegated to the appropriate assistant, if applicable.

Activation:
- Activated by COC Commander
- Responsibilities of the Liaison Officer should be customized accordingly

Reports To:
- COC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist (Appendix N)

☐ Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

☐ Assist the COC Commander in identifying appropriate personnel to staff the COC, if required.

☐ Provide assistance and information to the CCG regarding external assisting organizations.

☐ Establish contact with external agencies, and confirm that contact information for agency representatives (e.g. telephone, radio, internet) is current and (functioning.

☐ Ensure registration and sign-in procedures are established for external assisting agencies working within the DRO **(COC form 211-B)**

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the **Activity Log (COC form 214).**

☐ In conjunction with the COC Commander and the CCG, participate in developing overall COC priorities and action planning process.

☐ Provide status reports and situation information from non-represented cooperating agencies to the COC Commander and in the CCG briefings, as appropriate **(COC form 209).**

☐ Provide general advice and guidance to agencies and COC staff, as required.

☐ Ensure that all notifications (e.g. emergency declarations) are made to agencies not represented in the COC.

☐ Ensure that communications with appropriate external non-represented agencies

(such as: public utilities and transportation, volunteer organizations, private sector, etc.) are established and maintained.

☐ Assist the COC Commander in preparing for and conducting briefings with the MCG members, elected officials, and other stakeholders.

☐ Assist external non-represented cooperating agencies with completing of status and situation reports where necessary, and forward to the Planning Section **(COC form 209).**

☐ Advise the MOC Commander of critical information and requests contained within agency situation reports **(COC form 209).**

☐ Forward approved MOC Situation Reports to non-represented agencies, as requested **(COC form 209).**

☐ Assist the COC Commander in establishing and maintaining an inter-agency coordination group comprised of external cooperating agency representatives and executives not assigned to specific Sections within the COC and other stakeholders, as required.

☐ In consultation with the Emergency Information Officer, conduct tours of COC facility as requested.

☐ Brief the incoming COC Liaison Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

☐ Assist with the deactivation of the COC at the designated time, as appropriate.

☐ Notify external non-represented agencies in the COC of the planned demobilization, as appropriate.

☐ Assist the COC Commander with the transition to recovery phase.

Section 10

Emergency Information Officer "EIO"– (Command Staff)

Reports to: COC Commander

Responsibilities:

1. Serve as the coordination point for all public information, media relations, including the Social Media outlet "Twitter" as well as internal information sources for the COC.
2. Ensure that the public within the affected area receive complete, accurate, and consistent information about life safety procedures, public health advisories, assistance and recovery programs and other vital information.
3. In the event of activation of the Public Inquiry Centre, an additional EIO may be required to manage information requests received from the Public Inquiry Centre Coordinators.
4. Coordinate media releases with officials representing other affected Municipalities, Emergency Response Agencies and other levels of authority.
5. Develop the format for news conferences and briefings in conjunction with the COC Commander.
6. Maintain a positive relationship with media representatives, monitoring all broadcasts and written articles for accuracy.
7. In consultation with COC Commander and Liaison Officer, coordinate VIP and visitor tours of the COC facility.
8. Liaise with the Emergency Information Officers at site(s), relevant operation/coordination centres and with external agencies.
9. As directed, activate the Public Inquiry Center, in accordance with Appendix L.

Activation Phase:

Common COC check-in activities:
- Sign-in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationery, and necessary reference documents.

- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.

- Establish and maintain a Position Log.

- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

Specific Functional Activities:

- Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

- Determine staffing requirements for the Information function.
- Assess information skill areas required in the COC such as: writing, issues management, media relations, event planning, information requests, etc. and assign appropriate personnel.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Obtain policy guidance and approval from the COC Commander with regard to all information to be released to the media and public.

- Coordinate with the Planning Section and identify methods for obtaining and verifying significant information as it develops.

- Implement and maintain an overall information release program, and establish appropriate distribution lists.

- Monitor all media, using information to develop follow-up news releases and rumour control.
- Keep the COC Commander advised of all incoming media releases, unusual requests for information, and all major critical or unfavourable media comments. Recommend procedures or measures to improve media relations.

- Develop and publish a media briefing schedule to include location, format, and preparation and distribution of handout materials.

- At the request of the COC Commander, prepare media briefing notes for elected officials and/or Policy/Executive Group members and provide other assistance as necessary.

- Establish a media information centre, as required.
- Maintain up-to-date status boards and other references at the media information centre.
- Provide adequate staff to answer questions from members of the media.
- Establish the Public Inquiry Centre to handle public/stakeholder inquiries and provide emergency support information.

- Develop public information message statements for COC Staff and call takers.
- Interact with other MOCs to obtain information relative to public information initiatives.
- In coordination with the CCG and as approved by the COC Commander, issue timely and consistent advisories/instructions for life safety, health, and assistance to the public.

- Liaise with COC Safety Officer to check for any potential liability or health safety concerns.

- In coordination with Operations Section, ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.

- Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired, etc.).

- Ensure that file copies are maintained of all information released.
- Supervise Information personnel, if any.
- Brief the incoming COC Information Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Assist with the deactivation of the COC at designated time, as appropriate.
- Deactivate your assigned position and advise the Public Inquiry Centre to deactivate when authorized by the COC Commander.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.

- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.

- Clean up your work area before you leave.
- Follow COC check-out procedures.
- Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Command Staff

Emergency Information Officer Checklist

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information to the public. Command must approve all emergency information that the EIO releases. During a complex incident, Assistants may be assigned to the EIO, as required. Tasks may be delegated to the appropriate assistant, if applicable.

Activation:
- Activated by the COC Commander
- Responsibilities of the Emergency Information Officer should be customized accordingly

Reports to:
- MOC Commander

Activation Phase Actions

- ☐ Follow the Common Responsibilities Checklist. (Appendix N)

- ☐ Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

- ☐ Determine staffing requirements for the Information function.

- ☐ Assess information skill areas required in the COC such as: writing, issues management, media relations, public inquiry requests, event planning, etc. and assign appropriate personnel.

Operational Phase Actions

- ☐ Document all decisions, approvals, and significant actions in **the Activity Log (COC form 214)**

- ☐ Obtain policy guidance and approval from the COC Commander with regard to all information to be released to the media and public.

- ☐ Refer to the Emergency Public Information Plan of the organization, as well as sample forms, templates and other information materials*.*

- ☐ Coordinate with the Planning Sector and identify methods for obtaining and verifying significant information as it develops.

- ☐ Implement and maintain an overall information release program, and establish appropriate distribution lists **(COC form 208)**

- ☐ Monitor all media, using information to develop follow-up news releases and rumour control.

- ☐ Keep the COC Commander advised of all incoming media releases, unusual requests for information, and all major critical or unfavourable media comments. Recommend procedures or measures to improve media relations.

☐ Develop and publish a media briefing schedule to include location, format, and preparation and distribution of handout materials

☐ At the request of the COC Commander, prepare media briefing notes for elected officials and/or Policy/Executive Group members and provide other assistance as necessary

☐ Establish a media information centre, as required.

☐ Maintain up-to-date status boards and other references at the media information centre.

☐ Provide adequate staff to answer questions from members of the media.

☐ Establish the Public Inquiry Centre, in conjunction with Information Technology Branch in Logistics, if activated, to handle public/stakeholder inquiries and provide emergency support information.

☐ Develop public information message statements for COC Staff and call takers.

☐ Interact with other MOCs to obtain information relative to public information initiatives.

☐ In coordination with the CCG and as approved by the COC Commander, issue timely and consistent advisories/instructions for life safety, health, and assistance to the public.

☐ Liaise with COC Safety Officer to check for any potential liability or health safety concerns.

☐ In coordination with Operations Section, ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.

☐ Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired, etc.).

☐ Ensure that file copies are maintained of all information released.

☐ Supervise Information personnel, if any.

☐ Brief the incoming COC Information Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase Actions

☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

Section 11

Documentation Registration Officer "DRO" – (Command Staff)

Reports to: COC Commander

Note: If/when the Functions of Logistics and/or Planning have been assigned the DRO will report/supply the Check-in/registration information to Logistics, and the Events Log documentation/ information to Planning.

Further; to avoid confusion and pending staff availability, in conjunction with the size and requirements of the emergency situation, the COC Commander should give consideration to splitting the responsibilities of this position between two persons.

General Responsibility:

The Documentation Registration Officer (DRO) supports the efficient functioning of the County Operations Centre and IMS Structure.

Responsibilities:

1. Perform Check-in/ Check-out registration functions for the COC, and record the arrival and departure of the CCG members.
2. Keep a sequential events time log/documentation of information on the main events status board and other required forms.
3. Ensure log supplies, forms and office supplies are of adequate supply for the COC.
4. Ensure CCG members individual Position Logs are being completed and collected at the end of each shift.
5. Establishes a shift change schedule for the CCG members and alternates.

Activation Phase:

Common COC Check-In Activities:
- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationery, and necessary reference documents.

- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.

- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the COC Commander and the CCG, participate in developing overall COC priorities and action planning process.

- Perform Check-in/ Check-out registration functions for the COC, and record the arrival and departure of the CCG members on an ongoing basis.

- Notify security of issues with non-CCG members attempting to enter the COC.
- Record and keep a current sequential events and time log/documentation of information on the main events status board and other required forms.

- Ensure log supplies, forms and office supplies are of adequate supply for the COC.
- Ensure CCG members individual Position Logs are being completed and collected at the end of each shift.

- Establishes a shift change schedule for the CCG members and alternates.
- Provide general advice and guidance to agencies and COC staff, as required.
- Advise the COC Commander of critical information and requests identified through the event log recording and documentation function.

- In consultation with the Emergency Information Officer, conduct tours of COC facility as requested.

- Brief the incoming COC Documentation Registration Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

- Assist with the deactivation of the COC at the designated time, as appropriate.
- Assist the COC Commander with the transition to recovery phase.

Demobilization Phase:

- Deactivate your assigned position when authorized by the COC Commander.

- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.

- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, ect).

- Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Command Staff

Documentation Registration Officer Checklist

The Documentation Registration Officer (DRO) supports the efficient functioning of the County Operations Centre. The DRO will log the arrival of County Control Group members, record information on the main event board and ensure, amongst other duties, that adequate office supplies and forms are available.

Activation:
- Activated by COC Commander
- Responsibilities of the Documentation Registration Officer may be customized

Reports To:
- COC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist.(Appendix N)

☐ Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

☐ Log CCG Members arrival and record attendance.

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the **Activity Log (COC form 214).**

☐ Record information on the main event board.

☐ Send and distribute faxes.

☐ Ensure log supplies, forms and office supplies are adequate.

☐ Co-ordinate provision of clerical staff, as necessary.

☐ Ensure logs are being completed and collect them from the CCG at end of shift and forward to Planning Section.

☐ Answer phones during Situation Reports.

☐ Establish shift change schedule for the CCG.

Section 12

Operations Chief

Reports to: COC Commander

Responsibilities:

1. Exercise overall responsibility for coordination and supervision of all required functions within the COC Operations Section.
2. Establish the appropriate level of branch and/or unit staffing within the Section, continuously monitoring the effectiveness of the Section and modifying as required.
3. Ensure that Section objectives and assignments identified in COC Action Plans are carried out effectively.
4. Maintain a communications link between Incident Commanders (sites) and the COC for the purpose of coordinating the overall site support response, resource requests and event status information.
5. Provide timely situational and resource information to COC Commander, and as assigned Planning Section.
6. Keep the COC Commander informed of significant issues relating to the Section.
7. Conduct periodic briefings for the COC Commander and the CCG.
8. Supervise Operations Section personnel.

Activation Phase:

Common COC Check-In Activities:

- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g. computer, phone, page/cell phone, stationery, and necessary reference documents.

- Review your Position Checklists, as well as checklists of any other positions for which you are responsible, and develop plans for carrying out all responsibilities.

- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, review of Position Log, etc.

63

Specific Functional Activities:

- Report to the COC Commander to obtain current situation status, priorities, and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Chief or other COC Management Staff, as appropriate.

- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.

- Activate appropriate branches based on functions or geographical assignments within the Section and designate Branch Directors as necessary.

- Establish radio or cell-phone communications with the COC, other COCs, and/or other levels of response operating in the region and coordinate accordingly.

- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the COC.

- Consult with Logistics to ensure that there are adequate communications equipment and frequencies available for the Operations Section.

- Meet with the Finance/Admin Chief and determine level of purchasing authority for the Section.

- Coordinate with the COC Commander and Planning Chief regarding strategies for accurate and timely flow of information.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.

- Conduct periodic Section briefings/meetings and work to reach consensus among Operations staff on key issues and priorities to include in the Situation Report.

- Provide Section staff with information updates via Section briefings, as required.
- Based on the situation known or forecasted, anticipate potential challenges and future needs of the Operations Section.

- Provide a Situation Report to the Planning Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.

- Participate in the COC Action Planning process and all the CCG meetings/briefings.
- Ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.

- Ensure that situation and resources information, as well as new incident reports and intelligence information, is provided to Planning Section on a regular/urgent basis.

- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Authorize resource requests from the incident site(s) and forward extraordinary and/or critical resource requests to the COC Commander for approval.

- Ensure all expenditures and financial claims are coordinated through the Finance/Admin Section.

- Brief the COC Commander and the CCG on all major incidents.
- Deactivate Section branches and any organizational elements, when no longer required.
- Ensure that all paperwork is complete and logs are closed and sent to Documentation Unit, and any open actions are reassigned to appropriate jurisdictional and/or COC staff.

- Brief the incoming COC Operations Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Deactivate your assigned position and the Section when authorized by the COC Commander.

- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.

- Complete all required forms, reports, and position logs and submit to Documentation Unit prior to demobilization.

- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g., sign out, leave a contact phone number, return equipment other materials, etc).

- Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

Operations Section

Operations Section Chief Checklist

The Operations Section Chief is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development of the Incident Action Plan, implementing the Incident Action Plan and organizing, assigning and supervising all resources assigned operations tasks within an incident. The Operations Section Chief must work closely with other members of the Command and General Staff to coordinate operational activities. Tasks may be delegated to the appropriate levels (i.e. Branch, Group, Sector, Task Force, Strike Team, etc).

COC Telecommunications Plan (COC Form *205*).

Activation:
- Activated by the COC Commander
- Responsibilities of the Operations Section Chief should be customized accordingly

Reports To:
- COC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist. (Appendix N)

☐ Report to the COC Commander to obtain current situation status, priorities, and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Chief or other COC Management Staff, as appropriate.

☐ Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.

☐ Activate appropriate branches based on functions or geographical assignments within the Section and designate Branch Directors as necessary.

☐ Establish radio or cell-phone communications with the COC, other COCs, and/or other levels of response operating in the region and coordinate accordingly **(COC Form 205)**.

☐ Coordinate with the Liaison Officer regarding the need for Agency Representatives in the COC.

☐ Consult with Logistics to ensure that there are adequate communications equipment and frequencies available for the Operations Section.

☐ Meet with the Finance/Admin Chief and determine level of purchasing authority for the Section.

☐ Coordinate with the COC Commander and Planning Chief regarding strategies for accurate and timely flow of information.

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the Activity Log **(COC Form 214***)*.

☐ Ensure that all section personnel are maintaining their individual position logs.

☐ Supervise Section personnel.

☐ Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.

☐ Conduct periodic Section briefings/meetings and work to reach consensus among Operations staff on key issues and priorities to include in the Situation Report **(COC Form 209).**

☐ Provide Section staff with information updates via Section briefings, as required.

☐ Based on the situation known or forecasted, anticipate potential challenges and future needs of the Operations Section.

☐ Provide a Situation Report to the Planning Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.

☐ Participate in the COC Action Planning process and all the CCG meetings/briefings.

☐ Ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.

☐ Ensure that situation and resources information, as well as new incident reports and intelligence information, is provided to Planning Section on a regular/urgent basis.

☐ Ensure that the branches coordinate all resource needs through the Logistics Section.

☐ Authorize resource requests from the incident site(s) and forward extraordinary and/or critical resource requests to the COC Commander for approval.

☐ Ensure all expenditures and financial claims are coordinated through the Finance/Admin Section.

☐ Brief the COC Commander and the CCG on all major incidents.

☐ Deactivate Section branches and any organizational elements, when no longer required.

☐ Ensure that all paperwork is complete and logs are closed and sent to Documentation Unit, and any open actions are reassigned to appropriate jurisdictional and/or COC staff.

☐ Brief the incoming COC Operations Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Section 13

Planning Chief

Reports to: COC Commander

Responsibilities:

1. Exercise overall responsibility for coordination of all required functions within the COC Planning Section.
2. Establish the appropriate level of branch and/or unit staffing within the Planning Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure Section objectives and assignments identified in COC Action Plans are carried out effectively.
4. Ensure the COC Commander is informed of significant issues affecting the Planning Section.
5. In coordination with the other Section Chiefs, ensure that Situation Reports are submitted to Planning Section and used as the basis for the COC Action Plans.
6. Supervise Planning Section personnel.

Activation Phase:

Common COC Check-In Activities:

- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationery, and necessary reference documents.

- Review your Position Checklist, as well as checklists of any other positions for which you are responsible, and develop plans for carrying out all responsibilities.

- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g., briefing minutes, status information boards, Situation Reports, Status Reports review of Position Log, etc.

Specific Functional Activities:

- Report to COC Commander to obtain current situation, priorities, and specific job responsibilities.

- At the request of the COC Commander, provide a preliminary situation briefing to other the CCG personnel, as required.

- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

- Activate appropriate units based on functions required within the Section and designate Unit Coordinators, as necessary.

- Meet with Operations Section Chief to obtain and review any major incident reports and coordinate for accurate and timely information sharing.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing level and request additional personnel, as necessary, to cover all required shifts.

- Conduct periodic Section briefings/meetings and work to reach consensus among Planning staff on key issues and priorities to include in the Situation Report.

- Provide Section staff with information updates via Section briefings, as required.
- Ensure that the Situation Unit is maintaining current information for the COC Situation Report.

- Ensure that situation and resources information, as well as new incident reports and intelligence information, as completed by the Operations Section, are accessible by the Planning Section.

- Ensure that COC Situation Report is produced, approved and distributed to COC Sections and other relevant operation/coordination centres, prior to the end of each operational period.

- Ensure that all status boards/displays are kept current.
- Ensure that Emergency Information Officer has immediate unlimited access to all situational information.

- Develop a Situation Report prior to the end of each operational period to facilitate Action Planning for the next operational period.

- Chair the COC Action Planning meetings.
- Participate in the COC Action Planning process and all the CCG meetings/briefings.
- Ensure that the Planning Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.

- Ensure that objectives for each Section are completed, collected and posted in preparation for the next Action Planning meeting.

- Ensure that the COC Action Plan is completed, approved, and distributed prior to the start of the next operational period.

- Develop and distribute, as needed, reports which highlight forecasted events and/or conditions likely to occur beyond the forthcoming operational period.

- Ensure that files are maintained on all COC activities and provide reproduction and archiving services for the COC, as required.

- Provide technical services, such as environmental advisors and other technical specialists, to all COC Sections, as required.

- Ensure all expenditures and financial claims are coordinated through the Finance Section.
- Ensure a Demobilization Plan is developed, approved and distributed to all Sections.
- Brief the incoming COC Planning Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Deactivate your assigned position and the Section when authorized by the COC Commander.

- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.

- Complete all required forms, reports, and position logs, and submit to Documentation Unit.
- Clean up your work area before you leave.
- Follow COC check-out procedures.
- Be prepared to provide input and assist in preparation of the Post Incident Action Report (PIAR).

- Participate in formal post-operational debriefings, as required by your organization.
- Access critical incident stress management support, as needed.

Planning Section

Planning Section Chief Checklist

The Planning Section Chief is responsible for providing overall supervision and leadership to the Planning Section. The Planning Section is responsible for the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and status of resources. This information is needed to understand the current situation, predict probable course of incident events and lead the incident planning process. The Planning Section also prepares the Incident Action Plan for each operational period. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Planning activities are the responsibility of the Planning Section Chief.

Activation:
- Activated by COC Commander
- Responsibilities of the Planning Section Chief should be customized accordingly

Reports To:
- COC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist (Appendix N)

☐ Report to COC Commander to obtain current situation, priorities, and specific job responsibilities.

☐ At the request of the COC Commander, provide a preliminary situation briefing to other the CCG personnel, as required **(COC Form 201)**

☐ Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

☐ Activate appropriate units based on functions required within the Section and designate Unit Coordinators, as necessary.

☐ Meet with all Unit Leaders and ensure that responsibilities are clearly understood.

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the Activity Log **(COC Form 214***)*.

☐ Ensure that all Section personnel maintain position logs and other paperwork, as required.

☐ Supervise Section personnel

☐ Monitor Section staffing level and request additional personnel, as necessary, to cover all required shifts **(COC Form 211-B)**.

☐ Conduct periodic Section briefings/meetings and work to reach consensus

among Planning staff on key issues and priorities to include in the Situation Report **(COC Form 209 / COC Form 202)**

☐ Provide Section staff with information updates via Section briefings, as required.

☐ Ensure that the Situation Unit is maintaining current information for the COC Situation Report.

☐ Ensure that situation and resources information, as well as new incident reports and intelligence information, as completed by the Operations Section, are accessible by the Planning Section.

☐ Ensure that a COC Situation Report **(COC Form 209)** is produced, approved and distributed to COC Sections and other relevant operation/coordination centres, prior to the end of each operational period.

☐ Ensure that all status boards/displays are kept current.

☐ Ensure that Emergency Information Officer has immediate unlimited access to all situational information.

☐ Develop a Situation Report prior to the end of each operational period to facilitate Action Planning for the next operational period **(COC Form 209).**

☐ Chair the COC Action Planning meetings.

☐ Participate in the COC Action Planning process and all the CCG meetings/briefings.

☐ Ensure that the Planning Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary *(COC Form 1001).*

☐ Develop and distribute, as needed, reports which highlight forecasted events and/or conditions likely to occur beyond the forthcoming operational period **(COC Form 209)**.

☐ Ensure that files are maintained on all COC activities and provide reproduction and archiving services for the COC, as required.

☐ Provide technical services, such as environmental advisors and other technical specialists, to all COC Sections, as required.

☐ Ensure all expenditures and financial claims are coordinated through the Finance Section.

☐ Ensure a Demobilization Plan is developed, approved and distributed to all Sections **(COC Form 221)**.

☐ Brief the incoming COC Planning Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Section 14

Logistics Chief

Reports to: COC Commander.

Responsibilities:

1. Exercise overall responsibility for coordination of all required functions within the COC Logistics Section.
2. Establish the appropriate elements within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying, as required.
3. Ensure Section objectives/assignments in the COC Action Plans are carried out.
4. Keep the COC Commander informed of significant issues relating to the Logistics Section.
5. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
6. Ensure critical resources are allocated according to approved plans.
7. Ensure necessary food and lodging is provided for COC and site personnel.
8. Supervise Logistics Section personnel.

Activation Phase:

Common COC Check-In Activities
- Set up and/or assign the COC Check-In/Check-Out Log to be set up.
- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationery, and necessary reference documents.
- Review your Position Checklist, as well as checklists of other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever resources are available, e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

Specific Functional Activities:

- Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references and other resources.
- Activate appropriate units based on functions required within the Section and designate Branch or Unit Coordinators, as necessary.
- Advise Units within the Section to coordinate with the Operations Section to prioritize and validate resource requests from Incident Commanders at sites.
- Meet with the COC Commander and the CCG to identify immediate resource needs.
- Meet with the Finance/Admin Chief and determine level of purchasing authority for the Section.
- Assist logistics personnel in developing objectives for Section as well as plans to accomplish their objectives within the first operational period, or in accordance with the COC Action Plan.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Provide a Situational Report to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the COC Action Planning process and all the CCG meetings/briefings.
- Ensure that the Logistics Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all resources are tracked and accounted for in cooperation with the Planning Section, as well as resources obtained through mutual aid.
- Ensure all expenditures and financial claims have been coordinated through the Finance / Administrative Section.
- Identify high cost resources that could be demobilized early and advise other Section Chiefs.
- Ensure coordination with Operations before commencing demobilization.
- Ensure that all paperwork is complete and logs are closed and sent to Finance/Admin, and any open actions are reassigned to appropriate jurisdictional and/or COC staff.
- Brief the incoming COC Logistics Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirement are known.

Demobilization Phase:

- Deactivate your assigned position and the Section when authorized by the COC Commander.

- Ensure that any open actions in your position log, that are not yet complete at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other material, etc.).
- Be prepared to provide input to the Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.

- Participate in formal post-operational debriefings, as required by your organization.

Logistics Section

Logistics Section Chief Checklist

The Logistics Section Chief is responsible for providing facilities, services and materials in support of the incident. The Section Chief participates in the development of the COC Action Plan and activates and supervises the branches and units within the logistics Section. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Logistics activities are the responsibility of the Logistics Section Chief.

Activation:
- Activated by the COC Commander
- Responsibilities of the Logistics Section Chief should be customized accordingly

Reports To:
- MOC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist. (Appendix N)

☐ Report to COC Commander to obtain current situation status, priorities, and specific job responsibilities.

☐ Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.

☐ Activate appropriate units based on functions required within the Section and designate Branch or Unit Coordinators, as necessary.

☐ Advise Units within the Section to coordinate with the Operations Section to prioritize and validate resource requests from Incident Commanders at sites **(COC form 204)**.

☐ Meet with the COC Commander and the CCG to identify immediate resource needs.

☐ Meet with the Finance/Admin Chief and determine level of purchasing authority for the Section.

☐ Assist logistics personnel in developing objectives for Section as well as plans to accomplish their objectives within the first operational period, or in accordance with the COC Action Plan.

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the Position Log.

☐ Ensure that all Section personnel maintain position logs and other paperwork, as required. **Activity Log (COC form 214*)**

☐ Supervise Section personnel.

- ☐ Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- ☐ Provide a Situational Report to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period **(COC form 209)**
- ☐ Participate in the COC Action Planning process and all the CCG meetings/briefings.
- ☐ Ensure that the Logistics Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- ☐ Ensure that all requests for facilities and facility support are addressed.

- ☐ Ensure that all resources are tracked and accounted for in cooperation with the Planning Section, as well as resources obtained through mutual aid **(COC Form 204)**.
- ☐ Ensure all expenditures and financial claims have been coordinated through the Finance/ Administrative Section.
- ☐ Identify high cost resources that could be demobilized early and advise other Section Chiefs.
- ☐ Ensure coordination with Operations before commencing demobilization.
- ☐ Ensure that all paperwork is complete and logs are closed and sent to Finance/Admin, and any open actions are reassigned to appropriate jurisdictional and/or COC staff.
- ☐ Brief the incoming COC Logistics Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirement are known.

Section 15

Finance/Administration Chief

Reports to: COC Commander

Responsibilities:

1. Exercise overall responsibility for coordination of all required functions within the COC Finance/Administration Section.
2. Establish the appropriate level of branch and/or unit staffing within the Finance/Admin Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure Section objectives and assignments identified in the COC Action Plans are carried out effectively.
4. Keep the COC Commander informed of significant issues relating to the Finance/Admin Section.
5. Supervise Finance Section personnel.

Activation Phase:

Common COC Check-In Activities:

- Sign in on the COC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for the first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationery and necessary reference documents.
- Review your Position Checklist, as well as checklists of any other positions for which you are responsible.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

Specific Functional Activities:

- Report to COC Commander to obtain current situation status and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Chief or other COC Management Staff, as appropriate.

- Ensure that the Finance/Admin Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Activate appropriate units based on functions required within the Section and designate Branch or Unit Coordinators, as necessary.
- Consult with COC Commander for spending limits.

- Consult with the Policy Group as necessary.
- Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements/procedures; determine the level of purchasing authority to be delegated to each.
- In conjunction with Unit Coordinators, determine the initial Finance Action Planning objectives for the first operational period.

Operational Phase:

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Finance/Admin Section personnel maintain position logs and other paperwork, as required.
- Supervise Finance/Admin Section personnel.
- Monitor Finance/Admin Section staffing levels and request additional personnel, as necessary, to cover all required shifts.
- Provide Finance/Admin Section staff with information updates via Section briefings, as required.
- Ensure that displays associated with the Finance/Admin Section are current, and that information is posted in a legible and concise manner.
- Participate in all action Planning meetings.
- Provide a Situational Report, including cost estimates, to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the COC Action Planning process and all the CCG meetings/briefings.
- Ensure that the Finance Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Keep the COC Commander and the CCG informed of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that financial records are maintained throughout the event of disaster.
- Ensure that the personnel records and all staff time are tracked and recorded.
- In coordination with the Logistics and Operations Sections, ensure that purchasing processes, purchase orders and contract development are conducted in a timely manner.
- Ensure that the compensation claims, resulting from the disaster, are properly recorded and reported in a reasonable timeframe, given the nature of the situation.
- Ensure that time sheets and travel expense claims are processed promptly.
- Ensure that all cost and claim documentation is accurately maintained during the response.
- Brief the incoming Finance Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Ensure that all expenditures and financial claims have been processed and documented.
- Deactivate your assigned position and the Section when authorized by the COC Commander.
- Ensure that any open actions in your position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up your work area before you leave.
- Follow COC check-out procedures (e.g., sign- out, leave a contact phone number, return equipment or other materials, etc).
- Be prepared to provide input to the COC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.

- Participate in formal post-operational debriefings, as required by your organization.

Finance and Administration Section

Finance/Admin Section Chief Checklist

The Fin/Admin Section Chief is responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects. The Section Chief provides direction and supervision to Section staff and ensures compliance with financial policies and procedures. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Finance activities are the responsibility of the Finance and Administration Section Chief.

Activation:
- Activated by COC Commander
- Responsibilities of the Finance and Administration Section Chief should be customized accordingly

Reports To:
- COC Commander

Activation Phase Actions

☐ Follow the Common Responsibilities Checklist. (Appendix N)

☐ Report to COC Commander to obtain current situation status and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Chief or other COC Management Staff, as appropriate.

☐ Ensure that the Finance/Admin Section is set up properly and that appropriate personnel, equipment, and supplies are in place.

☐ Activate appropriate units based on functions required within the Section and designate Branch or Unit Coordinators, as necessary.

☐ Consult with COC Commander for spending limits.

☐ Consult with the Policy Group as necessary.

☐ Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements/procedures; determine the level of purchasing authority to be delegated to each.

☐ In conjunction with Unit Coordinators, determine the initial Finance Action Planning objectives for the first operational period **(COC form 202)**

Operational Phase Actions

☐ Document all decisions, approvals, and significant actions in the **Activity Log (COC form 214)**

☐ Ensure that all Finance/Admin Section personnel maintain position logs and other paperwork, as required.

☐ Supervise Finance/Admin Section personnel.

☐ Monitor Finance/Admin Section staffing levels and request additional personnel, as necessary, to cover all required shifts.

☐ Provide Finance/Admin Section staff with information updates via Section briefings, as required.

☐ Ensure that displays associated with the Finance/Admin Section are current, and that information is posted in a legible and concise manner.

☐ Participate in the COC Action Planning process and all the CCG meetings/briefings.

☐ Provide a Situational Report, including cost estimates, to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period **(COC form 209*)***

☐ Ensure that the Finance Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary

☐ Keep the COC Commander and the CCG informed of the current fiscal situation and other related matters, on an on-going basis.

☐ Ensure that financial records are maintained throughout the event of disaster.

☐ Ensure that the personnel records and all staff time are tracked and recorded.

☐ In coordination with the Logistics and Operations Sections, ensure that purchasing processes, purchase orders and contract development are conducted in a timely manner.

☐ Ensure that the compensation claims, resulting from the disaster, are properly recorded and reported in a reasonable timeframe, given the nature of the situation. **Claims Log (COC form 227)**

☐ Ensure that time sheets and travel expense claims are processed promptly.

☐ Ensure that all cost and claim documentation is accurately maintained during the response **Claims Log (COC form 227)**

☐ Brief the incoming Finance Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Section 16

County Services/Resources

The following subsections identify/assign responsibilities for the provision of inherent County Services and Resources in support of the Incident Management System and COC Command in the event of the COC activation. County managers, staff and other agencies are to provide the following as needed:

a)   Chief Administrative Officer "CAO"

The Services of the CAO continue to be:
The CAO oversees the management of the County, the individual departments within the corporation, and all staff. The CAO is responsible for maintaining the Business Continuity of the County during an emergency incident, as well as providing support and participating in the IMS.

The responsibilities of the Chief Administrative Officer are, but not limited to, maintaining and providing the following:

- Arrange and provide for Mutual Assistance as required.
- Maintain and provide contact lists and directories for Administrative Level government and agencies.
- Determine the level of staffing required for County operations not directly associated with an emergency and arrange support services.
- Ensure that the necessary administrative and clerical staffs are provided to assist the County Control Group and IMS Structure.
- Secure the necessary financial reports and support from existing financial institutions and/or Provincial or Federal authorities.
- Ensure that the appropriate legal and statutory requirements are met. Legal assistance shall be provided by the County Solicitor.
- Ensure the County Corporate Business Continuity Plan is maintained and available.
- Perform and provide other such CAO Functions as required.

b)   Police Services

The Services of the Police continue to be:
> The protection of life and property through, preservation of the peace, prevention of crime, crowd and traffic control, and investigation of crime.

The responsibilities of the Police are, but not limited to, maintaining and providing the following:

- The Police Service will implement its procedure for Major Incident Plan including the following: Alert and assist other emergency agencies. Notification of the County Control Group.
- Control and disperse crowds within the Emergency Area.
- Control traffic in the immediate vicinity of the Emergency Area to facilitate the movement of emergency vehicles.
- Provide traffic control to facilitate movement of ambulances to hospitals and medical facilities and to assist in the movement of other emergency vehicles to and from the Emergency Area.
- Alert persons endangered by the disaster and evacuate buildings or areas as authorized and directed by the County Control Group.
- Prevent unauthorized entry into the Emergency Area and maintain law and order, and prevent looting within the Emergency Area.
- Maintain order in any evacuation centre.
- Provide notification of fatalities to the coroner.
- Provide assistance to the coroner in the location and operation of a temporary morgue.
- Provide communications between the COC and Police Command.

c)   **County Fire Coordinator**

The Services of the fire department continue to be protection of life and property, suppression and prevention of fires, rescue and extrication, medical aid.

The responsibilities of the County Fire Coordinator are, but not limited to, maintaining and providing the following:
- Establish and maintain communication with the fire chief(s) of the affected communities.
- Advise the County Control Group (C.C.G.) on all fire, chemical release or spill and rescue related activities, as information is received from the chief (s) having jurisdiction.
- Co-ordinate all fire related duties utilizing available municipal resources within the County.
- Ensure a list of all industrial and commercial businesses and contacts are maintained. The County Fire Co-ordinator shall ensure that a current copy is maintained and is available to the county control group (C.C.G.) of the inventory of hazardous materials and hazardous physical agents that are present in the work place.
- Provide for the activation of Mutual Aid as required.
- Activate Provincial HUSAR Response Team, as required.
- Activate Provincial HAZMAT Response Team, as required.

d) Public Works

The services of Public Works include those areas of operation associated with general construction, maintenance and repair of roadways, physical infrastructure, urban and rural forestry, transportation of evacuees.

The responsibilities of Public Works are, but not limited to, maintaining and providing the following:

- Provide an inventory of equipment and personnel available to assist in the response to an emergency.
- Ensure that an inventory of contractors and equipment suppliers is available to assist in an emergency.
- Ensure that a list of transportation companies with contacts and equipment available to assist in an emergency is provided.
- Ensure that all vehicles, equipment and personnel are available for assistance.
- Provide barriers and flashers for control for the Emergency Area.
- Clear debris, snow or other obstructions in and around the Emergency Area.
- Arrange delivery of emergency water supplies for human consumption.
- Conduct emergency pumping operations, sandbagging and other flood and water control measures.
- Maintain the essential services of sanitary sewers and storm sewers as required for health and safety purposes.
- Provide supplies of fuel and oil for emergency services vehicles.
- Arrange for the provision of portable washrooms and other sanitary facilities and provide essential waste disposal.
- Maintain essential streets and access routes for pedestrian and vehicular access.
- Arrange and provide transportation for evacuation, as required.
- Provide equipment and personnel to assist in the clearing of trees and property.

e) Peterborough County/City Paramedics

The Paramedic Service ensures the provision of paramedic services at the site of the emergency and ensures continuity of paramedic services coverage is maintained throughout the remainder of the community/county.

The responsibilities of Paramedic Services are, but not limited to, maintaining and providing the following:

- Establish an ongoing communication link with the senior Paramedic official at the scene of the   emergency.
- Obtain Paramedic Services from another County, if required.
- Ensuring sufficient resources are available and assigned in order to perform triage treatment and transportation for the emergency.

- Advising the CCG if other means of transportation is required for a large-scale response.
- Liaise with the Ministry of Health and Long Term Care Central Ambulance Communication Centre to ensure balanced emergency coverage is available at all times throughout the community.
- Ensure liaison with the receiving hospitals.
- Ensure liaison with the Medical Officer of Health, as required.
- Ensure distribution of casualties in an appropriate and effective way.
- Maintain a log of all actions taken.

f) Information Technology

The services of Information Technology (IT) include those areas of operation associated with the application of County of Peterborough owned computers, data and voice networks, telephone systems and visual displays to store, retrieve, transmit and manipulate data. Within this plan, IT would provide on-going support to the County Emergency Operation Centre. (COC)

The responsibilities of Information Technology are, but not limited to, maintaining and providing the following:

- Maintain all telephone, computer and audio visual equipment within both main and alternate COC's in a state of readiness.
- Provide recommendations concerning updates and acquisition of new equipment/technologies to Emergency Management staff.
- Upon activation of the COC, attend the facility to ensure smooth operation of all IT related equipment.
- Participate within the IMS structure as a member of the Logistics Section.

g) Geographic Information System

The services of Geographic Information Services (GIS) include those areas of operation associated with the capture, storage, manipulation, analysis, management and presentation all types of geographical data in order to facilitate decision making. Essentially, GIS is a collection

of map layers, each linked to information that can be analyzed or queried to reveal more information. Within this plan, GIS would provide on-going support to the County Emergency Operation Centre. (COC) as well as affected Municipal Operation Centre's (MOC)

The responsibilities of Geographic Information Systems are, but not limited to, maintaining and providing the following:

- Upon activation of the COC, attend the facility to provide visual and hard copy representation of requested mapping information.
- Query GIS system in order to obtain requested population data, demographics, scene perimeters and plume modeling.
- Liaise with Emergency Management Ontario GIS staff in order to corroborate information.
- Participate within the IMS structure as a member of the Planning Section.

Section 17

Allied Agencies

a) Emergency Social Services

Activation
The City of Peterborough Emergency Social Services (ESS) Team may be activated directly through the City Community Emergency Management Coordinator or Alternates, or during a multi-municipal event, via the ECG Liaison Officer. When an ESS Team representative is required to attend the County of Peterborough Emergency Operations Centre, they will be assigned to the Logistics sector.

General
The responsibilities of the Emergency Social Services Team include those areas of operation associated with:
   a. Provision of Reception/Evacuation Centre services, including registration and inquiry, emergency feeding, emergency clothing, emergency lodging and personal services.
   b. Co-ordination of supply and demand of ESS human resources, both volunteer and compensated.

Resources

The City of Peterborough Community Emergency Management Coordinator will develop an ESS Plan and maintain a list of equipment and personnel available to assist in the response to an emergency, including volunteer and community partner agencies.

Evacuation Centres

The City of Peterborough Community Emergency Management Coordinator will maintain a list of City of Peterborough facilities that have been identified as suitable Reception/Evacuation Centre sites. The County of Peterborough and Township Community Emergency Management Coordinators' will identify and provide details of county sites that are suitable for the provision of Reception Centre/Evacuation services during a localized emergency event.

Responsibilities

The responsibilities of Emergency Social Services staff in the Emergency Operations Centre shall be:

- Establish Reception/Evacuation Centres with regards to the opening, security, facility contact, identification and coordination of the required ESS functions and necessary human resources.
- Work with the impacted Township to coordinate the movement of people from the emergency area to Reception/Evacuation Centres, once the Centres have been established.
- Work with the United Way of Peterborough and District to select the most appropriate site(s) for registration of human volunteer resources, if required at the Reception/Evacuation Centre.
- Maintain records of human resources/administrative details, evacuee details and costs associated with the provision of emergency social services, and arrange for the provision of such details to the responsible Township(s) for cost recovery purposes. When applicable, provide such details to the Ministry of Municipal Affairs and Housing for consideration under the Ontario Disaster Relief Assistance Program (ODRAP).
- Coordinate transportation for ESS Team human resources, as required.
- Obtain assistance, if necessary, from the Provincial Ministry of Community and Social Services.
- Maintain a log of all actions taken.

b) Medical Officer of Health

Activation

The Medical Officer of Health may be activated either directly or during a multi-County event, via the CCG Liaison Officer, through the Corporation of the County of Peterborough Operations Centre. When a representative is required to attend the COC they will be assigned to the appropriate IMS Sector by the COC Commander.

General

The responsibilities of the Medical Officer of Health include those areas of operation associated with:
- Communicable Diseases
- Health Hazards
- Public Health Inspection Services
- Advice on Medical Services
- Public Health Advisories

Responsibilities of the Medical Officer of Health

The office of the Medical Officer of Health shall:

- Provide information and instructions to the County Control Group (C.C.G.) and the population on matters concerning public health.
- Protect the health of the community from inherent health threats by enforcement of the applicable legislation.

- Continue delivery of established programs to ensure continuity of care and general health protection.
- Collaborate with other health institutions to deliver emergency services to victims of the emergency.
- Activation and direction of the All Hazards Health Unit Plan "Appendix H"
  - Activation and direction of the Human Health Supporting Plan "Appendix I"
- Activation and direction of the Extreme Heat Response Plan "Appendix J"
- Activation and direction of the Extreme Cold Response Plan "Appendix K"
- Maintain a log of all actions taken

Section 18

Non Government Organization(s) (NGO)

a)   Canadian Red Cross (CRC)

Activation

The Canadian Red Cross may be activated By The City of Peterborough Emergency Management Division Social Services Department as required to assist with evacuation services.

General

- To provide registration and inquiry services at evacuation/reception centres in support of the emergency response.

- To provide staff and resources to perform the emergency lodging requirements at designated reception/evacuation centres.

- To provide other such services as requested by Social Services.

Responsibilities of the Canadian Red Cross (CRC)

Upon receiving notification by Social Services, the Red Cross shall:

- Activate the local Red Cross Emergency Response Plan.

- Establish and maintain contact with the County Control Group in the County Operations Centre.

- Provide staffing and management of reception and information centres, as requested.
- Provide an emergency lodging service that organizes safe, temporary lodging to persons in need.

- Maintain a record of all actions taken.

b)   Salvation Army

Activation
The Salvation Army may be activated either directly or during a multi-County event, via the CCG Liaison Officer, through Corporation of the County of Peterborough Operations Centre. When a representative is required to attend the COC they will be assigned to the Logistics sector.

General
- To provide immediate food, drink and clothing to persons in need, due to the emergency.

Responsibilities of the Salvation Army:
Upon receiving notification from the County Control Group, the Salvation Army shall:

- Activate the local Salvation Army's emergency response system.
- Establish and maintain contact with the COC or COC Commander.
- At the request of the CCG or CCG, provide food and clothing at the reception and evacuation centres.
- Mobilize and co-ordinate the response of Salvation Army personnel from outside the Peterborough area, if required.
- Maintain a log of all actions taken.

c)   St. John Ambulance

Activation
The St John Ambulance Service may be activated either directly or during a multi-County event, via the CCG Liaison Officer, through Corporation of the County of Peterborough Operations Centre. When a representative is required to attend the COC they will be assigned to the Logistics sector.

Responsibilities of the St. John Ambulance

St John Ambulance shall:

- Upon receiving notification, activate the organization.
- Provide assistance as required in the delivery of triage, first aid and casualty handling, at the Reception Centres and/or Evacuation Centres.
- Maintain a log of all actions taken.

d)   Amateur Radio (ARES)

Activation

The Amateur Radio Emergency Services may be activated either directly or during a multi-County event, via the CCG Liaison Officer, through Corporation of the County of Peterborough Operations Centre. When a representative is required to attend the COC they will be assigned to the Logistics sector.

Responsibilities of the Amateur Radio Emergency Service

Under the direction of the Logistics Officer, the Amateur Radio Emergency Service shall:

- Provide radio communication where needed, in support of the County emergency response.
- Designate operators to report to the County Operations Centre.
  Activate all ARES members to monitor the appropriate frequency and to remain on stand-by.
- Maintain a record of all activity and IN/OUT@ message register.

Section 19

Incident Commander "I/C" - (Site)

Report to:
COC Commander

Activation:
The first arriving agency, officer or senior personnel will establish Incident Command.
The Incident type will generally dictate the agency who will assume command, and the type of command structure, be it single or unified.

Transfer of Command:
The transfer of command will take place as per agency protocols; normally the arrival of higher ranking officers will initiate the transfer of command. The transfer of command will take place with a detailed face to face briefing.

Incident Command
There is one Incident Commander per Incident/Site. In the event there is more than one Incident location/site there will be an Incident Commander (I/C) established for each location/site.

Area Command may be established in the event of multiple sites.

The Incident Commander's role is to provide the necessary on-site management, direction, control and coordination of the emergency response by establishing Incident Command, an Incident Command Post, and by implementing the Provincial Incident Management System (IMS).

Responsibilities of the Incident Commander
The I/C shall:

- Assume and establish the appropriate Command Structure for the Incident (Single or Unified).
- Implement the IMS and direct, control to coordinate the on-site emergency response.
- Establish and provide for Planning, Logistics, Administration and Operations, as required.
- Establish an Incident Command Post (ICP).
- Establish and maintain emergency response communications.
- Establish and maintain communications with the County Operations Centre.

- Provide Situational Reports to on-site personnel and agencies.
- Provide Situational Reports to the County Control Group.
- Conduct size-up and develop an Incident Action Plan and set the Operational Period.
- Conduct the necessary briefings as required.
- Seek approval from COC on financial limits for procurement of resources.

- Provide for site visits and tours of County and other Government Officials, as required.
- Take such action as deemed necessary to minimize the effects of the emergency or disaster.
- Maintain a log of all actions taken.

Incident Commander Checklist

The Incident Commander is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities. For most incidents, a single individual will fulfill the function of Incident Command. However under unique conditions, a Unified Command model may be established. Unless otherwise delegated, all incident activities are the responsibility of the Incident Commander. The Incident Commander may have a Deputy from the same organization/jurisdiction, or from an assisting organization/jurisdiction.

Activation:
- Incident Command (at a site or COC)1

Reports To:
- COC Commander, Area Commander or other designated authority

Activation Phase Actions

☐ Determine appropriate level of activation based on situation as known.

☐ Mobilize appropriate personnel for the initial activation.

☐ Obtain briefing from current Incident Commander using the **Incident Briefing (COC form 201***)* and/or **Incident Situation Report (COC form 209***)*, as applicable.

☐ Obtain and carry out delegation of authority from the organization executive for overall management and direction of the designated incident, if required.

☐ Assess the incident situation:

- Review the current situation status and initial incident objectives.
- Obtain information from other levels of response, if applicable.
- Ensure that all organizations impacted by the incident have been notified.

☐ Determine need for, establish, and participate in Unified Command, if applicable.

☐ Ensure that the Incident Command Post (ICP) is properly set up and ready for operations.

☐ Ensure that an incident check-in procedure is established immediately.

☐ Ensure that the **COC Organization Char*t* (COC form 207***)* is completed and posted.

☐ Determine which sections are needed. Assign Section Chiefs as appropriate and ensure they are staffing their sections as required.

☐ Determine which Command Staff positions are required and ensure they are filled as soon as possible.

---

1 In most cases, Incident Command is established at site-level Incident Command Post. However, under exceptional circumstances (e.g. no incident site, or a geographically dispersed incident), Incident Command may be established at a COC facility. For additional information, please see the Guidelines for the Application of IMS at COCs, p. 6.

- [ ] Schedule, as required (see Operational Planning Cycle on p.17):
  - Incident Briefing
  - Initial Command Meeting
  - Objectives/Strategies Meeting
- [ ] Establish the Operational Period and briefing schedule.
- [ ] Confer with the General Staff to determine what representation is needed at the ICP from other organizations/jurisdictions.
- [ ] Ensure that email, telephone, or radio communications with the COC or Area Command and relevant organizations/jurisdictions are established and functioning.

Operational Phase Actions

- [ ] Ensure welfare and safety of all responders.
- [ ] Monitor Command and General staff activities to ensure that appropriate actions are taken.
- [ ] Authorize protective action statements, as necessary.
- [ ] Determine status of emergency declaration and delegation of authority. Work with organization staff to declare state of emergency according to organization protocol.
- [ ] Establish parameters for resource requests and releases:
  - Review requests for critical resources.
  - Confirm who has ordering authority within the organization.
  - Confirm those orders that require Command authorization.
- [ ] Authorize release of emergency information to the public and media in cooperation with other levels of response:
  - If operating within a Unified Command, ensure all members of the Unified Command approve release.
- [ ] Establish and maintain liaison with supporting, or assisting organizations (may be delegated to Liaison Officer).
- [ ] Provide information and briefings senior and elected officials, as required.
- [ ] Establish or activate additional IMS facilities, as needed.
- [ ] Establish level of planning to be accomplished:
  - Written County Operations Centre Action Plan (COC AP) **(COC Form 1001)**.
  - Contingency planning.
  - Formal Planning Meeting.
- [ ] Ensure the conduct of Planning Meetings.
- [ ] Approve and authorize implementation of the COC AP:

- Review COC AP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign the COC AP.

☐ Ensure Command and General Staff progress and coordination.

☐ Keep organization officials informed of incident-related problems and progress.

☐ Order incident demobilization as appropriate **(COC form 221*)***

Demobilization Phase Actions

☐ Follow Common Responsibilities Demobilization Phase Checklist. (Appendix N)

☐ Authorize demobilization of sections, branches and units when they are no longer required

☐ Notify relevant organizations and jurisdictions of the expected planned demobilization time.

☐ Ensure that any open actions not yet completed will be handled after demobilization.

☐ Ensure that all required forms or reports are completed prior to demobilization.

☐ Be prepared to provide input to the after action report.

☐ Demobilize incident facilities and operations at the designated time, as appropriate

Section 20

Community Emergency Management Coordinator (CEMC)

Responsibilities of the Community Emergency Management Coordinator (CEMC) include:

- Successfully complete all training, as required by Emergency Management Ontario, and maintain familiarity at all times with current standards and legislated community accountabilities, ensuring that senior management and elected officials are aware of the latter.

- Identify emergency management program financial and resource requirements and prepare, or assist in the preparation of, an annual emergency program budget submission.

- Form a Community Emergency Management Program Committee.
- Conduct the community's Hazard Identification and Risk Assessment process.
- Prepare and obtain EMO approval of a community emergency response plan.
- Ensure the designation and development of an appropriate community County Operations Centre.

- Conduct the critical infrastructure identification process.
- Document the existing community emergency response capability, and identify and attempt to address additional needs.

- Conduct annual training for the members of the County Control Group and County Operations Centre staff.

- Conduct an annual exercise to evaluate the community emergency response plan.
- Identify individual(s) to act as community emergency information staff.
- Develop and implement a community emergency management public awareness program.
- Conduct an annual review of the community emergency management program.

- Provide emergency management expertise and administrative support to the County control group during an emergency.

- Maintain the response plan to ensure it is up to date and accurately reflects the community risk assessment and emergency management program priorities.
- Liaise with the sector EMO Community Officer, at all times, to ensure that the community emergency management program maintains the legislated standards.

- Monitor the community's level of mandated emergency program achievements and process the required verification documents to Emergency Management Ontario.

- Ensure that equipment and supplies are available in the designated (COC) County operations centre.

- Compile a final report on the emergency.

Appendix R

Acronyms and Initialisms

Acronyms are words that usually pronounced when formed from the first letters of other words. Initialisms are a group of initial letters used as an abbreviation for a name or expression – each letter being pronounced separately. Acronyms and Initialisms are employed to create brevity and clarity of common words or phrases when communicating between members within a common discipline. This list is not exhaustive but includes common emergency management terminology. This list will be amended as necessary.

AAR	**After Action Report**
AC	**Area Command**
ACP	**Area Command Post**
BCP	**Business Continuity Plan**
CAP	**Corrective Action Plan**
C & 0	**Concept and Objectives**
CCG	**Community Control Group**
C/E Handbook	**Controller and Evaluator Handbook**
CEC	**Comprehensive Exercise Curriculum**
CEM	**Commissioner of Emergency Management**
CEMPC	**Community Emergency Management Program Committee**
CERV	**Community Emergency Response Volunteers**

CBRN	**Chemical, Biological, Radiological or Nuclear**
CBRNE	**Chemical, Biological, Radiological, Nuclear or Explosive**
CEMC (1)	**Community Emergency Management Coordinator**
CEMC (2)	**Canadian Emergency Management College**
CISM	**Critical Incident Stress Management**
CNSC	**Canadian Nuclear Safety Commission**
COOP	**Continuity of Operations Plan**
COSIN	**Control Staff Instructions**
CP	**Command Post**
CPX	**Command Post Exercise**
DND	**Department of National Defence**
ECG	**Emergency Control Group**
EEG	**Exercise Evaluation Guide**
EER	**Exercise Evaluation Report**
EI	**Emergency Information**
EIO	**Emergency Information Officer**
EM	**Emergency Management**
EMA	**Emergency Management Agency**
EMCC	**Emergency Management Coordinating Committee**
EMS	**Emergency Medical Services**
EMCPA	**Emergency Management & Civil Protection Act**
EMC	**Emergency Management Coordinator**
EMO	**Emergency Management Ontario**
EOC	**Emergency Operations Centre**
EOP	**Emergency Operating Plan or Procedure**

EP	**Exercise Program**
EPW	**Exercise Plan Workshop**
ESM	**Emergency Site Manager / Management**
EVALPLAN	**Evaluation Plan**
EXPLAN	**Exercise Plan**
FE	**Functional Exercise**
FOUO	**For Official Use Only**
FPC	**Final Planning Conference**
FSE	**Full-Scale Exercise**
FY	**Fiscal Year**
GSA	**Good Samaritan Act**
HAZMAT	**Hazardous Materials**
HIRA	**Hazard Identification and Risk Assessment**
HUSAR	**Heavy Urban Search and Rescue**
IAP	**Incident Action Plan**
IC	**Incident Command**
ICP	**Incident Command Post**
ICS	**Incident Command System**
IMS	**Incident Management System**
IP	**Improvement Plan**
IPC	**Initial Planning Conference**
JEPP	**Joint Emergency Preparedness Program**
JIC	**Joint Information Centre**
JPIC	**Joint Public Information Centre**
JTFCA	**Joint Task Force Central Area**

LFCA	**Land Forces Central Area**
LLIS	**Lessons Learned Information Sharing**
LO	**Liaison Officer**
MAG	**Ministry Action Group**
MEMC	**Ministry Emergency Management Coordinator**
MECG	**Municipal Emergency Control Group**
MEOC (1)	**Municipal Emergency Operations Centre**
MEOC (2)	**Ministry Emergency Operations Centre**
MEPP	**Master Exercise Practitioner Program**
MMAH	**Ministry of Municipal Affairs and Housing**
MOU	**Memorandum of Understanding**
MPC	**Mid-term Planning Conference**
MSDS	**Material Safety Data Sheet**
MSEL	**Master Scenario Events List**
NEMCC	**Nuclear Emergency Management Coordinating Committee**
NFPA	**National Fire protection Association**
NGO	**Nongovernmental Organization**
NIMS	**National Incident Management System**
ODRAP	**Ontario Disaster Relief Assistance Program**
OERT	**Ontario Emergency Response Team**
PCTP	**Provincial Counter Terrorism Plan**
PDAT	**Provincial Disaster Assessment Team**
PEOC	**Provincial Emergency Operations Centre**
PCTCMP	**Provincial Counter-Terrorism Consequence Management Plan**
PERP	**Provincial Emergency Response Plan**

PERT	**Provincial Emergency Response Team**
PIO	**Public Information Officer**
PNERP	**Provincial Nuclear Emergency Response Plan**
POC	**Point of Contact**
PPE	**Personal Protective Equipment**
PSEPC	**(Department of) Public Safety and Emergency Preparedness Canada**
PTSC	**Partnerships Toward Safer Communities**
SIMCELL	**Simulation Cell**
SITMAN	**Situation Manual**
SMART	**Simple, Measurable, Achievable, Results-oriented, Task-oriented**
SME	**Subject Matter Expert**
SO	**Safety Officer**
SOE	**Senior Officials Exercise**
SOG	**Standard Operating Guidelines**
SOP	**Standard Operating Procedure**
TTX	**Tabletop Exercise**
UC	**Unified Command**
VIP	**Very Important Person**
WMD	**Weapons of Mass Destruction**