Integrated Emergency Plan

Overview of Version 2.0
(Published June 2019)
## Record of Revision

<table>
<thead>
<tr>
<th>Date</th>
<th>Version</th>
<th>Summary of Change(s)</th>
<th>Approved by*</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 8, 2017</td>
<td>1.0 – Major Version</td>
<td>New Document</td>
<td>J. Haney, Director of Parking and Protective Services</td>
</tr>
<tr>
<td>May 18, 2017</td>
<td>1.1 – Minor Update</td>
<td>Change to s.2.6, minor edits</td>
<td>J. Engleder, AVP Facilities Management &amp; Development</td>
</tr>
</tbody>
</table>
| June 13, 2019 | 2.0 – Major Update  | - Recovery section to include re-entry requirements  
                           - Additional detail to several roles  
                           - Added Business Continuity Coordinators  
                           - Maps for Souch, Patricia and Spruce Grove campuses added  
                           - Added detailed planning cycle for EOC  
                           - After Action Review includes additional communication (e.g. executive, Joint Work Site Health and Safety Committee, other post-secondary institutions)  
                           - EOC roster removed from IEP, replaced by general organizational structure  
                           - NAIT Alert added  
                           - Internal Emergency Procedure updates  
                           - Spill Kits added  
                           - HRVA updated (outside of document) | J. O’Keeffe, Director, Campus Safety and Security |
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1 Definitions and Acronyms

Authority Having Jurisdiction (AHJ): Agency with primary jurisdiction or functional responsibility under a law or ordinance for the type of incident or location in which the incident occurs.

Emergency Operations Centre (EOC): An Emergency Operations Centre is a team of trained individuals from a diversity of subject areas who may gather (virtually or physically) in a central location to coordinate the response and short-term recovery to an emergency. This team follows the Incident Command System (ICS), and is responsible for making decisions and execute operational level coordination and communication during a response and initial recovery. Where applicable, it supports the tactical response of internal and external first responders and informs and receives strategic support from the Executive Management Team. During a Business Continuity Event, this group leads critical resumption activities.

First Responders: Team members (internal and external) who provide immediate response at an incident scene. Internal First Responders may include Protective Services, Facilities, Health and Safety, Communications, Wellness Coordinators, ITS and others. External First Responders may include police or law enforcement, fire services, and health/ambulatory services. Unless otherwise indicated, the term First Responders in the plan refers to both internal and external teams.

Incident: An “Incident” is a situation that might be, or could lead to, a disruption, loss, or emergency. Where an incident poses a present or imminent threat that requires prompt and ongoing coordination of actions to protect the health and safety of NAIT’s community and to mitigate damage to NAIT property or the environment, it will be assigned as a “Level 1”, “Level 2”, or “Level 3”. These levels are defined in this Plan and are based on complexity, impact and resource requirements.

Incident Command System (ICS): A standardized management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS uses a standardized organizational structure, functions, processes and terminology. ICS is the prevalent incident management system in Alberta.

Integrated Emergency Plan (IEP): The Integrated Emergency Plan is the core NAIT emergency plan to guide actions, decision-making, communication and overall coordination of response and initial recovery during emergency incidents and business disruptions.
2 Introduction

2.1 Purpose
The health and safety of students, staff, contractors, visitors, and adjacent communities, as well as the protection of property and environment, are integral to NAIT operations, reputation, and sustainability. The purpose of the Integrated Emergency Plan (IEP) is to ensure that NAIT is prepared to respond to a wide range of incidents on any campus in a coordinated, effective, and timely manner. The IEP is the core plan to guide actions, decision-making, communication and overall coordination of response and initial recovery during emergency incidents and business disruptions. This Plan will help support NAIT in delivering its promise to students, staff, industry and Alberta.

2.2 Plan Objectives
The overarching plan objectives are to:

- Ensure there is a clear and integrated response structure with defined roles.
- Describe the foundational incident response and initial recovery process.
- Describe NAIT’s approach to recovery and post incident review.

2.3 Response Priorities
NAIT’s priorities for response are:

1. People: Protection of health and life safety
2. Environment: Protection of the environment
3. Assets, Operations, and Essential Services: Ensuring continuous high service to students, staff, and stakeholders; mitigation of potential financial, operational and asset impacts
4. Reputation: Protection of the NAIT brand and reputation

2.4 Supporting Assessments, Plans and Procedures
The IEP is inclusive of the following assessments, plans, protocols, and procedures, which may be accessed by relevant teams at the internal sharepoint site for the EMBC program.

- Business Continuity Plans: Plans maintained by departments and schools that enable service and program delivery within a pre-determined period of time.
- EMBC Maintenance (Operational Readiness): The program and structure that helps ensure plans and processes remain current and are evaluated for improvement opportunities.
- Emergency Communication Plan: Plan maintained by the Emergency Response Communications Team (ERCT), which describes the roles and procedures that are used to support the On-Scene Incident Commander, Emergency Operations Centre Team, and Executive Management Team with communications for the NAIT community and their families, the media, and public during an incident.
• **Emergency Operations Centre Standard Operating Procedures (EOC SOPs):** The detailed processes and position-specific action checklists and forms used by the EOC Team to effectively manage an incident.

• **Emergency Operations Centre Roster and Contact lists:** Roster and contact list continuously maintained by the EMBC program. Also provided in hard copy to NAIT Protective Services.

• **Emergency Procedures:** The immediate actions for the NAIT community in response to an incident (e.g. fire, evacuation, active aggressor, etc.). These procedures are available to the entire NAIT community through [http://nait.ca/emergency](http://nait.ca/emergency)

• **Fire Safety Plans:** These plans are developed specific to each building to provide life safety information in the event of a fire and to meet the requirements of the Alberta Building Code. These plans may be found at Protective Services and in the Fire Alarm panel of each building.

• **Hazard Risk Vulnerability Assessment (HRVA):** The HRVA identifies and assesses the probability, consequence, and controls for hazards (those that may result in a significant emergency event). The HRVA informs plan and program development at all phases including prevention/mitigation, preparedness, response, and/or recovery activities.

• **Hazard Specific Protocols:** These protocols may be developed from time to time to address specific risks and complex procedures where response teams require additional guidance. Current protocols include the *Hazardous Material Response Protocol*.

• **IT Disaster Recovery Plan:** The plan developed and maintained by the Information and Technology Services Department that details the structure, process, and procedures used to recover IT systems and applications following a disruption.

• **NAIT Alert Procedures:** This manual, specific to NAIT Alert Authorized Users, describes when and how to activate NAIT Alert during Level 1, 2 and 3 emergencies. NAIT Alert is the emergency notification system which uses email, phone, desktops, digital signage, social media, and a downloadable mobile application to reach students, staff, and visitors during significant incidents.

• **Three (3) Year Training and Exercise Plan:** This plan identifies the type and frequency of training and exercises that will be implemented across the various teams and roles in support of core capability enhancement and NAIT EMBC priorities. This document is updated frequently throughout the year.

### 2.5 NAIT Support to an External Emergency

In the event of an emergency outside of NAIT’s jurisdiction, NAIT may provide support where requested by the Authority Having Jurisdiction, e.g. the City of Edmonton may request a site and personnel support for a reception centre to receive evacuees. Where needed, the coordination of support would be managed through activation of NAIT’s EOC. Minor requests that do not require multi-departmental coordination and do not impact availability of NAIT resources may be managed through Protective Services and/or the Emergency Management and Business Continuity Program. Further details about support requests may be found in related Mutual Aid Agreements: see Appendix B for a listing of agreements.
2.6 Plan Accountability and Responsibility

The Director of Campus Safety and Security is accountable for the IEP. The Manager of Emergency Management and Business Continuity (EMBC) is responsible to ensure regular updates and maintenance of the plan. Any changes or updates to the plan will be completed by the Manager of EMBC in consultation with stakeholders, including the EMBC Committee. Final approval for the plan rests with the Director of Campus Safety and Security.
3  Response Structure, Roles and Team Interaction

3.1  Response Structure

NAIT’s overall response structure involves several teams as outlined in the diagram below.

- **EXEC MGMT TEAM**
  - **Team Members**: Executive Leaders with key specialist and support staff as required.
  - **Role**: Provide strategic-level support to the Emergency Operations Centre (such as special circumstance policy revisions and governmental relations).

- **EMERGENCY OPERATIONS CENTRE (EOC) TEAM**
  - **Team Members**: Select trained staff from various supporting areas and Emergency Communications Team
  - **Role**: Operational level coordination, communication, and decision-making during significant responses and recovery. Supports the tactical response of first responders. Informs and receives strategic support from the Executive Management Team. During a Business Continuity Event, this group leads resumption activities.

- **FIRST RESPONDERS / BUSINESS CONTINUITY COORDINATORS**
  - **Team Members**: On-scene teams (internal or external) which may include Protective Services, Facilities, Health and Safety, Communications, Wellness Coordinators, ITS and others.
  - **Role**: Provides immediate response at an incident scene. Receives initial notification of an incident, assesses the incident and follows procedures to safely mitigate the impact.

- **NAIT COMMUNITY**
  - **Role**: Take action to protect personal safety, using Emergency Procedures and best judgement.
3.2 Reporting and Coordination

The reporting structure and coordination between the teams is shown in the diagram below.

"Internal First Responders" may include:
- NAIT Protective Services
- Emergency Wardens
- Health & Safety Staff
- School Representatives
- Communications Representatives
- Facilities Management
- Other Department Staff
- Support Staff (e.g., for crowd management)
- Wellness Supports/Counselors
- Hazardous Materials Internal Response Team

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EOC Director

Safety Officer

Liaison Officer

Information Officer

Emergency Response Communications Team (Internal and External Communication)

On-Scene Incident Commander

External First Responders (Police, Fire, EMS)

Internal First Responders

Business Continuity Coordinators

Planning Section Chief

Operations Section Chief

Logistics Section Chief

Finance and Admin Section Chief

Business Continuity Coordinators

Executive Management Team

Reports To

Coordinates with
3.3 Role Descriptions
For all Level 1, 2 or 3 incidents, an On-Scene Incident Commander must be designated. Other roles may be activated as required. In large scale incidents, some Chief roles may also have a Deputy who acts in the same capacity and with the same authority when a Chief is temporarily absent from the EOC.

3.3.1 On-Scene (Site) Incident Commander
Where there is an incident site, there must always be a ‘commander’ of that scene. An On-Scene Incident Commander may be internal, external, or both in the case of Unified Command (e.g. a NAIT Protective Services’ Sergeant directs in partnership with an Edmonton Fire Service leader). The On-Scene Incident Commander is usually filled by the first responder to arrive on-site until a more experienced or relevant subject area expert assumes command. This role has full authority to make decisions in the initial response and is accountable for managing all activities and resources at the incident site by:

- Coordinating with key people and officials
- Establishing a command post (either under single command or unified command with external first responders)
- Ensuring adequate safety measures are in place
- Securing/containing the area
- Requesting activation of the EOC
- Coordinating with the EOC once activated

Where the role is filled by an external party, NAIT will designate a Liaison Officer to deploy to the incident site and coordinate with the external On-Scene Incident Commander until the site is formally handed back over to NAIT.

3.3.2 Business Continuity Coordinators
In an incident that disrupts an essential service, Business Continuity Coordinators are responsible for the execution of their Business Continuity Plan (BCP) including the development and implementation of alternate strategies. During the execution of the BCP, Business Continuity Coordinators may be required to report to the Emergency Operations Centre (EOC) or directly to an On-Scene Incident Commander.

3.3.3 Emergency Wardens & Chief Emergency Wardens
In an emergency, the wardens are responsible to coordinate and support first responders with the movement of people in and out of areas/buildings. They report to the On-Scene Incident Commander and assist by providing general guidance to impacted groups to help protect life and safety. Chief Emergency Wardens also act as liaison, assisting with the communication between first responders and the entire emergency warden group.

3.3.4 EOC Director
The EOC Director manages and oversees all activities to support the incident site and the On-Scene Incident Commander. In the response phase under the Incident Command System, the EOC supports the first responders (who may be internal or external) until an On-Scene Incident Commander is no
longer required. The EOC then leads all tactical and support activities for the incident. As the event unfolds, the EOC is likely to lead early recovery efforts.

Specific responsibilities are delegated as other functions under the Incident Command System are engaged (operations, finance, planning, logistics, communications, etc.).

Generally, the EOC Director or Deputy is responsible at minimum for:

- Approving incident priorities and objectives
- Approving Incident Action Plans and allocation of resources
- Approving all communications to NAIT community and public
- Ensuring the continuity of appropriate staffing in the EOC

3.3.5 **EOC Coordinator**

The EOC Coordinator provides guidance to all members of the EOC as required by:

- Providing role-specific or process mentorship and coaching
- Temporarily backfilling positions
- Supporting the EOC Director (may act as Deputy EOC Director if required)
- Setting up the EOC (including tools, systems, and materials)
- Ensuring adequate documentation

3.3.6 **Finance Section Chief**

The Finance Section Chief manages the financial and administrative aspects of the incident to include:

- Establishing the cost code/project account for incident related costs
- Tracking and reporting the financial impact of the response (burn rate)
- Establishing a claims process for the NAIT community to support damages and insurance reimbursement if required
- Engaging insurance coordinator if required

3.3.7 **Information Officer**

The Information Officer coordinates public information and NAIT community information by:

- Developing relevant messages for approval by EOC Director
- Disseminating approved messaging to internal and external audiences (non-responders)
- Providing direction to the supporting Emergency Response Communications Team (Assistant Information Officer and other supporting roles)
- Ensuring the communications responsibility is identified for the Recovery Phase

3.3.8 **Liaison Officer**

The Liaison Officer coordinates and facilitates interaction with external agencies to include:

- Communicating with assisting agencies (those providing tactical support to an incident, e.g. Edmonton Fire and Rescue Services, Red Cross)
• Communicating with cooperating agencies (those who provide non-tactical support, e.g. Government of Alberta, MacEwan University)

3.3.8.1 Executive Management Team Liaison Officer
This role acts as the primary interface with the Executive Management Team on behalf of the EOC and EOC Director and involves:
- Keeping the Executive Team informed of general EOC activities, decisions and communications
- Ensuring concerns or questions from the Executive Management Team are addressed.

3.3.9 Logistics Section Chief
The Logistics Section Chief provides support, resources and other services for the response and recovery operation, including:

- Transportation
- Communications systems/tools (for first responders and incident scene)
- Information Technology support
- Supplies and equipment
- Food services, lodging and medical services in support of the incident and incident personnel

3.3.10 Operations Section Chief
The Operations Section Chief coordinates all tactical operations. This role also supports the development of the Incident Action Plan by developing short-range tactics to support the next 24 hour operational period. Tactics at the EOC level may be related to:

- Building maintenance and monitoring systems
- Building and infrastructure including facility damage assessments
- Custodial requirements including remediation and waste management
- Capital impacts/mitigation
- Utility impacts and resumption
- Incident resource staging areas
- Human resource/employee support activities
- Student/instructional support activities

3.3.10.1 Branch Director- Human Services
Reporting to the Operations Section Chief, the Branch Director is responsible for coordinating all tactical operations and delivery of services related to human services, including:

- Student services
- Registrar & Scheduling
- Emergency social services
- Staff/faculty services
Tactics may include student or staff wellness support, rescheduling or cancelling classes, identifying staging areas for evacuees, etc.

### 3.3.10.2 Branch Director - Facilities

Reporting to the Operations Section Chief, the Branch Director is responsible for coordinating all tactical operations and delivery of services related to facilities, including:

- Buildings, utilities and infrastructure
- Custodial services
- Capital facility development

Tactics may include facility damage assessment, maintaining, isolating, repairing and monitoring systems, buildings, utilities and infrastructure, re-establishing critical systems/infrastructure, coordinating waste management, etc.

### 3.3.10.3 Branch Director – Protection and Response

Reporting to the Operations Section Chief, the Branch Director is responsible for coordinating all tactical operations to support external first responders, including:

- Coordinating with Protective Services (who may still be reporting to an On Scene Incident Commander)
- Coordinating with External First Responders (through On-Scene Incident Command)
- Developing tactics for crowd control and scene control
- Supporting emergency wardens and other internal incident response teams (e.g. NAIT’s Hazardous Materials Internal Response Team)

### 3.3.10.4 Staging Area Manager

Reporting to the Operations Section Chief, the Staging Area Manager is responsible for identifying and coordinating staging for equipment/vehicles used to manage the incident.

### 3.3.11 Planning Section Chief

The Planning Section Chief provides critical planning coordination and EOC facilitation by:

- Developing the Incident Action Plan with input from all sections
- Developing short range functional plans in consultation with other management areas (e.g. decontamination plan, mass triage plan, personal effects collection plan, capital impacts/mitigation, long-term scheduling, re-entry plans and EOC Transition to Long Term Recovery Plan)
- Facilitating EOC Planning Meetings and incident briefings
- Tracking assignment of resources as needed
- Ensuring consistent and complete documentation is retained throughout the incident and submitted to the EMBC Program at the conclusion of the recovery
3.3.11.1  **Situation Unit Leader**
Reporting to the Planning Section Chief, the Situation Unit Leader coordinates EOC situational awareness by:

- Collecting, maintaining and displaying current incident and situational information
- Tracking action items from each section as identified during planning meetings
- Where possible, identifying future projections of the incident's potential

3.3.12  **Safety Officer**
The Safety Officer supports and coordinates the safety of responders, the NAIT community and the public is not compromised while response and recovery operations are carried out by:

- Evaluating strategies and tactics to implement safe guards as necessary
- Documenting and enforcing site safety plans (through the Section Chiefs)
4 Response Process

4.1 Incident Levels

Incidents with different characteristics, impacts and risks will require different levels of response. NAIT has three (3) levels of response as shown in the following tables which consider:

- Health, Life and Safety
- Environmental Impacts
- Operational and Financial Impacts
- Complexity of Response and Resource Requirements
- Reputation, Media Attention and Stakeholder Confidence

Occurrences that do not meet the criteria for a Level 1, 2 or 3 are characterized by the following:

- Situations that regularly occur and can be managed with routine business processes
- Do not require additional communication
## Level 1 Incident
A minor incident (or disruption) that can be resolved by NAIT Internal First Responders utilizing routine response measures. Impact is localized and may involve some external response and support.

<table>
<thead>
<tr>
<th>Characteristics and Risks</th>
<th>Examples</th>
<th>Response Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Internal First Responders have the capacity and resources to manage the incident</td>
<td>• Evacuation of a building</td>
<td>• Managed by Internal First Responders and standard response procedures</td>
</tr>
<tr>
<td>• Low risk of the situation escalating</td>
<td>• Flood affecting a minor portion of a building</td>
<td>• Where external first responders are deployed, they are quickly in and out</td>
</tr>
<tr>
<td>• No serious injuries</td>
<td>• Minor biohazard or chemical spill</td>
<td>• Manager Emergency Management and Business Continuity informed, notifications issued to select leaders, but no EOC Team activation</td>
</tr>
<tr>
<td>• Limited damage to campus infrastructure or environment</td>
<td>• Isolated fire in building</td>
<td>• Executive Management Team may be informed but no action required</td>
</tr>
<tr>
<td>• Limited or no disruption to services</td>
<td>• Loss of utilities for a short duration</td>
<td></td>
</tr>
<tr>
<td>• Limited risk to NAIT reputation. Minor media and public interest (easily managed)</td>
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</tr>
</tbody>
</table>

## Level 2 Incident
A significant incident (or disruption) that requires cross department (campus wide) coordination and communication. Incident can be managed by the EOC Team and First Responders, and may involve the assistance of external agencies.

<table>
<thead>
<tr>
<th>Characteristics and Risks</th>
<th>Examples</th>
<th>Response Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Situation is beyond the capacity of NAIT First Responders</td>
<td>• Fire or explosion</td>
<td>• First Responders are fully engaged</td>
</tr>
<tr>
<td>• Involves the coordination of additional resources and/or actions from multiple departments</td>
<td>• Violent act on campus</td>
<td>• Notifications issued and EOC Team activated (partial or full)</td>
</tr>
<tr>
<td>• Serious injuries</td>
<td>• Natural disasters which cause minor damage to a facility</td>
<td>• Executive Management Team may be engaged to provide support</td>
</tr>
<tr>
<td>• Serious disruption to operations</td>
<td>• Potential civil unrest</td>
<td></td>
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<tr>
<td>• Potential risk to NAIT reputation and media interest</td>
<td>• Sudden death on campus that affects NAIT community</td>
<td></td>
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<tr>
<td>• Potential environmental damage</td>
<td>• Significant act of fraud or privacy breach (e.g. IT systems compromised)</td>
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<td></td>
<td>• Validated online threat</td>
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</tbody>
</table>

## Level 3 Incident
A significant or large-scale incident, high impact and/or prolonged disruption. Severe impact on NAIT operations that requires considerable external assistance and coordination to manage.

<table>
<thead>
<tr>
<th>Characteristics and Risks</th>
<th>Examples</th>
<th>Response Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Situation is beyond the capacity of NAIT First Responders</td>
<td>• Large fire, explosion or flood</td>
<td>• First Responders are fully engaged</td>
</tr>
<tr>
<td>• Severe impact on health, safety, property and/or environment</td>
<td>• Shooting or similar event causing injury or death</td>
<td>• Notifications issued and EOC Team fully activated</td>
</tr>
<tr>
<td>• Multiple serious injuries or fatalities</td>
<td>• Natural disasters which cause serious damage to facilities</td>
<td>• Executive Management Team is engaged</td>
</tr>
<tr>
<td>• Significant assistance from external emergency response agencies is required</td>
<td>• Unrest involving violence or property damage</td>
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</tbody>
</table>
4.2 Incident Response

The diagram and table that follow describe NAIT’s incident response process.

**NAIT Incident Management Flow**

<table>
<thead>
<tr>
<th>FIRST RESPONDERS</th>
<th>PROTECTIVE SERVICES</th>
<th>EOC DIRECTOR / DIRECTOR OF CAMPUS SAFETY &amp; SECURITY</th>
<th>EOC TEAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Incident occurs</td>
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<td></td>
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<tr>
<td>(2) Initial response</td>
<td></td>
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<tr>
<td>(3) Notify Protective Services Operations Centre</td>
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<tr>
<td>(5) Execute normal business process</td>
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<td></td>
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<tr>
<td>(4) Assessment Identify Level</td>
<td></td>
<td>(6) Confirm Incident Level</td>
<td></td>
</tr>
<tr>
<td>LEVEL 1</td>
<td></td>
<td></td>
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<tr>
<td>(8) Notify appropriate stakeholders</td>
<td></td>
<td>(7) Determine full or partial EOC Activation</td>
<td></td>
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<tr>
<td>LEVEL 2 or 3</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>(9) Lead and coordinate response for Level 1 Incident</td>
<td></td>
<td>(10) Lead and coordinate response for Level 2 or 3 Incident</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>LEVEL 1</td>
<td>LEVEL 2 or 3</td>
<td></td>
</tr>
</tbody>
</table>

**End**

(11) Regulatory reporting

(12) Complete transition to long-term recovery if applicable

(13) After Action Review & Improvement Planning

End
<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>Team(s)</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1    | Incident occurs | Witness to incident | • First Responders (internal and/or external) are dispatched  
Go to Step 2 |
| 2    | Initial response | First Responders – first on scene. This may be external (first responders responding to a 911 call) or internal (Protective Services, Facilities, HSS and/or others) | • Respond to scene and assess the situation  
• Designate an On-Scene Incident Commander based on subject matter expertise and complexity of situation  
Go to Step 3 |
| 3    | Notify Protective Services Operations Centre | First Responders & On-Scene Commander | • Contact Protective Services Operations Centre  
• Provide situation details including: what has occurred, potential cause, estimated impact, who is on scene and responding, what resources/support may be required  
Go to Step 4 |
| 4    | Level assessment – Identify Incident Level | Protective Services Operations Centre & On-Duty Sergeant | • Confirm On-Scene Incident Commander  
• Assess situation to determine Incident Level and appropriate response (with support and input from other First Responders and relevant SMEs)  
For “No Level”, go to Step 5  
For “Level 1”, go to Step 8  
For “Level 2 or 3”, go to Step 6 |
| 5    | Execute normal business processes (for incidents that are not Level 1,2 or 3) | First Responders | • Execute normal response and business processes to resolve the situation  
Once issue is resolved, END process  
If the incident escalates go to Step 4 to re-assess Incident Level |
| 6    | Confirm Incident Level | EOC Director, Director of Campus Safety & Security or delegate | • Confirm or escalate Incident Level  
• Confirm current and required response activities  
Go to Step 7 |
| 7    | Determine full or partial EOC Activation (for Level 2 or 3 Incident) | EOC Director | • Identify key roles for response support and coordination  
• Determine whether the EOC should be partially activated (select members) or fully activated  
Go to Step 8 |
<table>
<thead>
<tr>
<th>Step</th>
<th>Task Description</th>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
</table>
| 8    | Notify appropriate stakeholders | Protective Services Operations Centre | For all Levels:  
- Notify impacted NAIT Community to take action (may include alarm systems and/or NAIT Alert and/or additional mechanisms as appropriate)  
- Provide Internal Notification to:  
  - Director Of Campus Safety & Security  
  - Inspector of Protective Services  
  - Facilities, Maintenance and Operations  
  - Emergency Management  
  - AVP Facilities  
  - Director Health and Safety Services  
  - Director Enterprise Risk Management  
  - Marketing and Communications  
  - Executive Management Team  
  - Others based on the incident (impacted Deans, HR, Health Office, others)  
For Level 2 & 3:  
- Activate EOC members as determined by the Director of Campus Safety & Security or EOC Director designate  

Level 1, go to Step 9  
Level 2 or 3, go to Step 10 |
| 9    | Lead and coordinate response for Level 1 Incident | On-Scene Incident Command | • Coordinate NAIT response and support First Responders on-scene  
• Communicate with key stakeholders as required  
Go to Step 11  
If the Incident escalates, go to Step 4 |
| 10   | Coordinate and support response for Level 2 or 3 Incident | EOC Director & EOC Team | • Coordinate and support response using EOC Team resources and SOPs  
• If applicable, liaise with On-scene Incident Command for tactical information  
Go to Step 11 |
| 11   | Regulatory reporting | As applicable | • Applicable areas to complete any required regulatory reporting  
Go to Step 12 |
| 12   | Complete transition to long term recovery | EOC Team | • Transition any outstanding recovery operations to Long-Term Recovery Team once immediate incident is resolved and critical/essential services have been restored (temporarily or permanently) and urgent resource and support decisions are no longer required  
Go to Step 13 |
| 13   | After Action Review | Responders and EOC (lead by EMBC Manager) | • Complete After Action Review and Improvement Planning Process  
END |
4.3  Hazard-Specific Emergency Response Procedures
Response procedures have been made available to all staff, students and visitors and can be found online at emergency.nait.ca, on the wall along with an evacuation plan in all classrooms and large gathering areas, and in the NAIT Alert mobile application.

4.4  Authority to Activate the EOC
The decision to activate the EOC is made by the Director of Campus Safety & Security or any EOC Director designate. A listing of those who have authority to activate the EOC is contained in the EOC SOPs. When activated for a Level 2 or Level 3 Incident, the EOC Team will follow the Incident Command System (ICS). EOC Organization is attached as Appendix A. The EOC activation will be performed by NAIT Protective Services through NAIT Alert.

4.5  Initial Response Logistics

4.5.1  Emergency Operations Centre(s)
NAIT has designated one (1) primary and four (4) alternate locations available to set-up and establish the Emergency Operations Centre (EOC).

4.5.2  Locations of Emergency Warden Equipment
For locations of AEDs, see Appendix D. A full list of fire extinguishers is maintained through Facilities Management and Development. Instructions for use are posted on/near each piece of equipment. Programs and departments maintain first aid services, equipment and supplies in alignment with the first aid requirements of the Alberta Occupational Health and Safety Act.

4.5.3  Fire Protection Equipment and Alarms
Alarms and fire protection details are maintained in the Fire Safety Plans for each building location. Fire Safety Plans are also available at each Fire Panel.

4.5.4  Emergency Spill Response Kits
See Appendix E for a list of emergency spill kits and contents.

4.5.5  Locations of External Emergency Facilities
See Appendix C for maps by Campus of nearby external emergency facilities (hospitals, fire/ems and police services).

4.6  Response Operations Cycle
To support on-scene resources and coordinate effectively, Response Teams establish and maintain a consistent operational cycle.

NAIT First Responders should coordinate:

- Safety Briefings - Prior to beginning work, a safety briefing should be provided to oncoming staff highlighting any hazards or risks.
- Daily Logs - Responders should document actions and decisions made in the field
- Regular Updates with EOC: Establish point of contact in EOC and a scheduled update cycle.
When activated, the EOC will follow the EOC Planning cycle below (section 4.7.1). Further details on the EOC Operational cycle, role-specific requirements, processes, reporting and documentation can be found in the EOC Role-Specific SOPs.

### 4.6.1 Planning Cycle for all EOC team members

1. **STATUS BRIEFING & ESTABLISHING OBJECTIVES**

   **Status Briefing:**
   
   Get an update from outgoing EOC staff on the incident. If you among the first to arrive, gather information (who, what, where, when, what is next) on the incident to help with the incident briefing. Planning Section may assist by documenting the initial briefing on an *Initial Briefing Form*. Once most staff have arrived, the EOC Coordinator or EOC director may lead a general briefing on the incident. A *situational-status board* will be maintained by the Planning Section to provide situational awareness to the EOC Team. This should include a summary of deployed resources (personnel and equipment).

   **Establish Objectives:**
   
   The EOC Director, Command Staff and Section Chiefs will have a quick discussion to determine the incident objectives (simple, high level solutions to the problem) Objectives should address Life/Safety issues, stabilize the incident, or protect the environment, property, services or the organization.

2. **TACTICS MEETING & PLANNING MEETING**

   **Tactics Meeting:**
   
   The Operation Section Chief will lead a discussion on the strategies and tactics to be deployed. This includes identifying resources and site safety measures with the Safety Officer. A *tactics form* should be used to document the tactics.

   **Planning Meeting:**
Once tactics have been discussed with the EOC Team, the Planning Section Chief will facilitate the meeting to get updates on each section's activities, current and planned. A planning meeting agenda may be used.

3. IAP DEVELOPMENT / ACTION LIST

Incident Action Plan (IAP):

The Planning Section will use information from the Tactics and Planning Meeting to build an Incident Action Plan (IAP). The IAP provides high-level strategies, plans, and resource requirements for the next operational period (usually the next 24 hours). This IAP should capture all significant planned actions.

Action List:

A running action list will also be maintained by the Planning Section to contain all sections' current action items.

4. IAP APPROVAL

Approve IAP:

The EOC Director must approve the IAP before the next operational period.

Communicate IAP:

Once it has been signed, it is executed by the EOC team and disseminated to appropriate internal audiences. This may include Executive Management and other key stakeholders. The IAP should also be part of the status briefing for the next shift/operational period.
4.7 End of Response Operations / Deactivation

Once the response phase is complete, and only recovery/remediation remains, On-Scene Incident Command is formally handed over in the following order:

- NAIT Protective Services (response phase incident command, either with external first responders in unified command or after a formal handover)

- Health & Safety Services (assess/coordinate assessment to ensure that all safety measures are in place and site is safe for remediation)

- Insurance Coordinator (may be an external resource who authorizes remediation once all investigative activities have concluded)

- Facilities, Maintenance & Operations OR Long Term Recovery Task Force if established (leads recovery/remediation)

The site will be returned to the Tenant / School / Program / Department once remediation/recovery is complete and/or re-entry has been executed.

Where applicable, the EOC will remain activated into initial recovery, see section 5 Recovery.

Deactivation of the EOC can only be authorized by the current EOC Director and only once either re-entry requirements have been met (for smaller incidents) or a long-term recovery team has been established (for larger incidents).
5 Recovery

Planning for recovery should begin as soon as possible during the response. When activated, the EOC will lead response, temporary re-entry or re-occupancy, and initial recovery, at minimum until critical/essential services have been re-established (temporarily or permanently).

5.1 Re-Entry / Re-Occupancy

Re-entry is a systematic approach to returning NAIT community members to the affected area safely, either temporarily or permanently. Re-Entry can be phased (allowing access to only some groups or some areas) or unrestricted.

A Re-Entry Plan must include at minimum:

- A time/date to return
- Safety precautions (PPE)
- Health precautions and on-going monitoring for health conditions as needed
- Hazard monitoring (air, space, water, soil where applicable)
- Decontamination process if required
- Communication plan (to inform the NAIT community of the re-entry process)
- Access point/re-entry point management
Additional Considerations for the re0entry plan (where applicable):

- Identification requirements (confirming the identity of those who are authorized to enter specific areas)
- Implementation of Access Levels if applying phased re-entry
  - Restricted Access
  - Moderated Access
  - Open Access
- Specifics / map(s) of re-entry routes
- High volume/traffic control and coordination
- Support in place for impacted persons
- Additional equipment
- After-hours monitoring/security
- Media coordination

5.2 Long Term Recovery

Where longer-term recovery is required, the EOC will develop a Recovery Transition Plan in consultation with any proposed Long-Term Recovery Task Force members. The EOC will lead a formal handover with any new long-term team. The task force formed to complete long-term recovery will be dependent upon the incident and scope of damage. This team will be identified and formed as soon as possible during the response phase.

Prior to any deactivation, the EOC must ensure at minimum the following areas are accepted by the Task Force and documented in a “Transition to Long-Term Recovery Plan”:

- Lead department and individual (who will be accountable for decisions related to Long-Term Recovery)
- Involved departments (who may wish to be informed or consulted on Long-Term Recovery objectives, decisions, and progress)
- Objective of Recovery (when is recovery considered complete)
- Approval for communications, costs, resources, etc.
- Frequency for the team to meet going forward
- Oversight and reporting (to whom and how often)
6 After Action Review

NAIT will conduct an After Action Review following any Level 2 or 3 incident, or for smaller incidents as requested by Executive Leadership. This process, used for both real events and exercises, will help NAIT identify areas of improvement to maintain and enhance emergency management and business continuity capabilities and resiliency. This information will be recorded in the After Action Report/Improvement Plan (AAR/IP) and resolved through the implementation of concrete corrective actions, which are prioritized and tracked as part of a corrective action program managed through the EMBC program and EMBC Committee.

Process Overview:

<table>
<thead>
<tr>
<th>EMBC – After Action Review and Improvement Planning Process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STAKEHOLDERS</strong></td>
</tr>
<tr>
<td>Depts &amp; Program Areas</td>
</tr>
<tr>
<td>Response Teams</td>
</tr>
<tr>
<td>1. Hot Wash (individual team discussion)</td>
</tr>
<tr>
<td>2. Post Event Debrief</td>
</tr>
<tr>
<td>3. DRAFT After Action Report and Improvement Plan</td>
</tr>
<tr>
<td>4. Review Draft Improvement Plan</td>
</tr>
<tr>
<td>5. Approve Improvement Plan</td>
</tr>
<tr>
<td>6. Implement Improvement Plan</td>
</tr>
<tr>
<td>7. Track/Report on Improvement Plan (corrective actions)</td>
</tr>
<tr>
<td>8. Share summary of improvements</td>
</tr>
<tr>
<td>Other Stakeholders*</td>
</tr>
<tr>
<td>Summary as needed/ requested</td>
</tr>
<tr>
<td>Review/Monitor Progress to completion</td>
</tr>
<tr>
<td>Summary as needed/ requested</td>
</tr>
</tbody>
</table>

* Stakeholders may include but are not limited to NAIT committees [e.g., JWHSC, staff, students, executive leadership and external parties.]
### Process Detailed Steps:

<table>
<thead>
<tr>
<th>STEP</th>
<th>RESPONSIBLE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Hot Wash (Individual Team Discussion)</td>
<td>Responders and Response Teams</td>
</tr>
<tr>
<td>2.</td>
<td>Post-Event Debrief</td>
<td>Responders and Response Teams (Facilitated by EMBC Manager)</td>
</tr>
</tbody>
</table>
| 3.   | Draft After Action Report and Improvement Plan (AAR/IP) | Responders and Response Teams (Facilitated by EMBC Manager) | A report (AAR/IP) is drafted during and following the Post-Event Debrief, which summarizes findings and proposes the corrective actions. Corrective actions should consider:  
  - What changes need to be made to plans and procedures to improve performance?  
  - What changes need to be made to organizational structures to improve performance?  
  - What changes need to be made to management processes to improve performance?  
  - What changes to equipment or resources are needed to improve performance?  
  - What training is needed to improve performance? |
| 4.   | Review AAR/IP | EMBC Sustainment & Operations Working Group | The draft AAR/IP will be reviewed and revised as needed prior to presentation to the EMBCC. This review should confirm that the issues identified by participants are valid and require resolution, and that the corrective actions are assigned to the right department/program area, achievable, and fall within NAIT’s authority. |
| 5.   | Approve AAR/IP | EMBCC (Full Committee) | The final AAR/IP is presented to the EMBCC for approval. As requested, a summary of this information is shared with applicable stakeholders as required or appropriate. |
| 6.   | Implement Improvement Plan | Departments / Program Areas | Approved corrective actions from AAR/IP are entered into SharePoint for assignment and tracking, and are implemented by assigned departments/program areas. |
| 7.   | Track/Monitor on Improvement Plan (corrective actions) | EMBC Manager (reports completion to EMBCC) | Corrective Actions from the final AAR/IP are tracked to completion by the EMBC Manager through a Corrective Action Tool. A status report on corrective actions is provided periodically to the EMBCC until completion. |
| 8.   | Communicate/share summary of improvement | EMBC Manager | Lessons learned or a summary of improvements are shared as appropriate within the Institution and with external partners and stakeholders. |
7 Awareness, Training, and Preparedness

NAIT maintains a three (3) Year Training and Exercise Plan available to response and support team members.

This plan identifies the type and frequency of training and exercises that will be implemented across the various teams and roles that support the Emergency Management and Business Continuity Program.

The Communication and Awareness plan for the EMBC Program, including the IEP, is described in under a separate cover.

8 Plan Review and Maintenance

At minimum, the IEP will be reviewed and updated bi-annually. Incident and exercise After Action Review and Improvement Plans may direct additional review as needed. Appendices may be updated more frequently by the EMBC Manager.
Appendix A: EOC Organization

EOC Director (Command)

ICS Advisor / EOC Coordinator

Safety Officer

Information Officer

Directs
Emergency Response Communications Team (ERCT)

Liaison Officer

May include: Liaison to Exec Mgmt Team and Government

Liaison Assistant

May include: Liaison to student families or staff families

Operations Section Chief

Staging Area Manager

Protection & Response Branch

May include:
- Maintenance and Operations
- Custodial

Facilities Branch

May include:
- Registrar
- Emergency Social Services
- Student Services (Campus Life)
- Staff Services (Human Resources)
- International

Human Services Branch

Planning Section Chief

Situation Unit Leader

May include:
- Business Continuity
- Scheduling
- Capital Projects
- Facility Planning
- Custodial

Technical Specialists

May include:
- Supply (Supply Chain Management)
- Food (Retail and Ancillary)
- Communications/Technology (ITS)
- Ground Support (Transportation/Distribution)

Logistics Section Chief

May include:
- Cost (Financial Tracking)
- Claims and Compensation (Insurance)

Finance & Administration Section Chief

May include:
- Labour
- Payroll
- Payroll Administration

Protection & Response Branch

May include:
- Liaison to student families or staff families

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Appendix B: List of Mutual Aid Agreements

Appendix C: Related Emergency Facilities

Main Campus:
Patricia Campus:

South Campus:
Appendix D: AED and Emergency Meeting Point Locations
### Appendix E: Spill Response Kit Locations and Contents

<table>
<thead>
<tr>
<th>Location</th>
<th>Room Function</th>
<th>Chemical Designate</th>
<th>Spill Kit Type</th>
<th>QTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A107C/A103B</td>
<td>Battery Room/ Chemical storage</td>
<td>Steven Gaudet/ Debra Congdon</td>
<td>Small Kit</td>
<td>1</td>
</tr>
<tr>
<td>CAT017</td>
<td>Oil and gas operations lab</td>
<td>Carrie Vos/ Cody Larocque</td>
<td>Small Kit</td>
<td>1</td>
</tr>
<tr>
<td>D102</td>
<td>Boiler chemicals and testing lab</td>
<td>Mike Schoettler/ Clay Nelson</td>
<td>Large Kit</td>
<td>6</td>
</tr>
<tr>
<td>G001A &amp; B</td>
<td>Chemical storage and hazardous waste storage</td>
<td>Jennifer Yaseyko</td>
<td>Large Kit</td>
<td>1</td>
</tr>
<tr>
<td>G109D</td>
<td>Chemistry storage</td>
<td>Jennifer Yaseyko</td>
<td>Small Kit</td>
<td>1</td>
</tr>
<tr>
<td>PIC153/155/156</td>
<td>Hazardous chemical storage</td>
<td>Andrea Sedgwick/ James Laszlo</td>
<td>Large Kit</td>
<td>3</td>
</tr>
<tr>
<td>P140C</td>
<td>Auto Body Lab/ Paint Mixing Room</td>
<td>Scott Sinclair/ Dale Thompson</td>
<td>Small Kit</td>
<td>1</td>
</tr>
<tr>
<td>Health &amp; Safety Services- 420 Gal and 4x refill boxes sent for storage in Distribution</td>
<td>HSS Storage for demos and drills/exercises</td>
<td>Hooman Golshahi/Lyndon Rempel</td>
<td>Large Kit</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Small Kit</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Drain Cover, Neoprene 36” x 36”</td>
<td>1</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Plug for Drain, 2”</td>
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<td></td>
<td></td>
<td></td>
<td>Plug for Drain, 3”</td>
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<td></td>
<td></td>
<td></td>
<td>Plug for Drain, 4”</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Plug 6”</td>
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</tbody>
</table>
### LARGE SPILL KIT CONTENTS

<table>
<thead>
<tr>
<th>NAIT Part Number: Y1234878-65GSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 each universal soc 3&quot; x 12'</td>
</tr>
<tr>
<td>100 each universal pads</td>
</tr>
<tr>
<td>7 each universal pillows 18&quot;</td>
</tr>
<tr>
<td>1 each SpillFix 7lb bag</td>
</tr>
<tr>
<td>1 each NPR36&quot; drain cover</td>
</tr>
<tr>
<td>1 each 65 gal spill kit drum</td>
</tr>
<tr>
<td>1 each acid neutralizer 2 lb</td>
</tr>
<tr>
<td>1 each base neutralizer 2 lb</td>
</tr>
<tr>
<td>5 each hazmat disposal bags</td>
</tr>
<tr>
<td>5 each tie wrap</td>
</tr>
<tr>
<td>1 each instruction sheet</td>
</tr>
<tr>
<td>1 each Epoxy Putty Stick 4 oz</td>
</tr>
<tr>
<td>1 each shovel</td>
</tr>
<tr>
<td>1 each emergency response book</td>
</tr>
<tr>
<td>1 each Tamper Seal Label</td>
</tr>
<tr>
<td>1 pair Nitrile Gloves</td>
</tr>
<tr>
<td>1 each goggles</td>
</tr>
<tr>
<td>1 each N95 single use respirator</td>
</tr>
</tbody>
</table>

### SMALL SPILL KIT CONTENTS

<table>
<thead>
<tr>
<th>NAIT Part Number: Y1234878-20GCSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 each 20 gallon spill kit drum</td>
</tr>
<tr>
<td>3 each chemical soc 3&quot; x 12'</td>
</tr>
<tr>
<td>10 each chemical pad</td>
</tr>
<tr>
<td>2 each chemical pillows</td>
</tr>
<tr>
<td>3 each tie wrap</td>
</tr>
<tr>
<td>1 pair nitrile gloves</td>
</tr>
<tr>
<td>1 each goggles</td>
</tr>
<tr>
<td>3 each hazardous disposal bags</td>
</tr>
<tr>
<td>1 each emergency response book</td>
</tr>
<tr>
<td>1 each instruction sheet</td>
</tr>
</tbody>
</table>