

Municipal Emergency Plan (MEP) Emergency Operations Plan (EOP)

Function:	MEP Supporting Documentation		
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Document Library	MEP, EOP Annex		

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Approved By:

DEM

Date

Purpose / Background

As required under the LEMR and outlined in the Response segment of the MEP, Strathcona County shall develop an Emergency Operations Plan (EOP) to guide the activation and operation of its emergency response functions and components in support of an extraordinary event.

Scope

This plan shall describe actions to be taken during or immediately after an incident or large planned event, to manage its consequences. It shall outline corporate processes and procedures for EAC¹, IMT² / ICP³ and/or EOC notification, activation and demobilization, but excludes those of departments responding to emergency sites as part of their daily operations (i.e. RCMP, SCES, TAS, Utilities and industrial response personnel).

For ease of reference, the EOP will be broken into specific components with interrelated and supporting plans and documentation. Detailed operational procedures, policies and decision trees are outlined in the various annexes linked and appended to this Plan.

Plan Objectives:

1. Provide a guide for consistent and effective activation of an MEP response component including:
 - a. notification, activation, deployment, demobilization and/or transfer of leadership
 - b. communication, coordination and participation at all levels of response
 - c. linkages between the emergency site (IMTs/ICPs) and municipal (EOC, EAC) / provincial (POC, PESS⁴)
2. Provide a framework for an effective records and crisis information management process
3. Identify processes for implementation, maintenance and continual improvement of both the Plan and supporting documentation

¹ Emergency Advisory Committee

² Incident Management Team

³ Incident Command Post

⁴ Provincial Operations Center and Provincial Emergency Social Services

Notification

Notification of any response component of the Strathcona MEP shall be accomplished via the Strathcona Alert System, according to related policies and processes found in the Communications and Warning Annex and referred to in the various sections below.

Activation

The following provides an outline of the processes and criteria used to determine the need and appropriate levels of MEP response function activations. For specific decision trees and steps for activation of notifications and response components, refer to the following Quick Reference Guides appended to this plan:

- Strathcona Response Decision Chart QRG
- Response Escalation Triggers (AEMA) QRG
- Incident Complexity Analysis (AEMA) QRG
- POC / EOC Operational Levels QRG
- Strathcona EOC QRG
- Strathcona EOC Decision Framework QRG
- Key Emergency Management Linkages QRG

Step 1: Decide to Activate Response Components and/or Notifications

The decision to activate, and the responsibility for that decision is based on the following escalation order and criteria. For a quick overview, refer to the Strathcona Response Decision Chart QRG.

“Tier” One Response: Type 4 or 5 event

Department Standard Operations

Departments respond to the incident or event according to standard department operational procedures (SOPs). The D/DEM (SCEMA) shall be notified should the event show signs of escalation or requires coordination of information and situational awareness at the corporate level.

- The decision to notify the D / DDEM (or designate) will be made by the impacted Department Director in consultation with the current Incident Commander, based on the severity and estimated duration of the incident.

“Tier” Two Response: as required

Strathcona EAC Activation

The Strathcona County EAC shall be activated for **emergency** events requiring coordination of information and situational awareness at the corporate level.

- The decision to activate will be made by the D / DDEM (or designate) in consultation with SCEMA, based on the severity and estimated duration of the incident.

“Tier” Three Response: Type 3, 2 or 1 event

Strathcona IMT Activation

A Strathcona County IMT shall be activated for **emergency** events requiring management control of an emergency scene.

- The decision to activate an IMT for an **emergency** event will be made by the D / DEM (or designate) in consultation with SCEMA, based on the severity and estimated duration of the incident.
- The IMT will always operate out of an Incident Command Post (ICP) located near the emergency scene using ICS principles and processes.

“Tier” Four Response: as required

Strathcona EOC

The Strathcona County EOC may be activated for major **preplanned community events** (i.e. Canada day), and for **emergency** events requiring coordination of information and situational awareness at the corporate level. May include activation of an IMT to manage the incident scene and/or concurrent / cascading events.

- The decision to activate for a **planned** event will be made by the lead department involved, in consultation with the DEM / DDEM (or designate).
- The decision to activate for an **emergency** event will be made by the DEM / DDEM (or designate) in consultation with SCEMA and the EAC, based on the severity and estimated duration of the incident.
- The EOC will operate using a blend of the Incident Support Model and the Strathcona Corporate structure, including pertinent aspects of ICS, to fuse the needs of the incident scene with corporate policies and procedures, provide overall situational awareness and streamline resource sourcing, ordering and tracking.

“Tier” Five Response: as required

All Strathcona MEP Response components have been activated

Strathcona County has activated all MEP response components, including an IMT to manage the incident scene and/or concurrent / cascading events; the EOC to support the IMT, ensure coordination of information and situational awareness at the corporate level and to streamline logistical processes; and the EAC, D / DEM (SCEMA) to provide general oversight and policy decisions.

- The decision to activate for an **emergency** event will be made by the DEM / DDEM (or designate) in consultation with SCEMA and the EAC, based on the severity and estimated duration of the incident.

Response Decision Criteria

Refer to the Strathcona Response Decision Chart QRG for a quick overview of criteria and activation processes.

D/DEM (SCEMA) Notification

If the answer is **yes**, to **any** of the following questions, **notify the D/DEM (SCEMA)**

1. Is there a need or potential need to evacuate residents beyond this site?
2. Is environment/property/utility damage or potential damage critical?
3. Does the incident require more resources than are available locally or through mutual aid?
4. Will this event attract media attention beyond local or regional levels and require public information?
5. Are regulatory, government and/or supporting or industry agencies required?

Emergency Alert Activation

If the answer is **yes**, to **any** of the following questions, the **D/DEM (SCEMA)** will **activate the Emergency Alerting Process**

1. Immediate Alberta Emergency Alert (AEA) or SC Alert activation is required for public safety?
2. Immediate or potential threat to life, environment or property beyond the ability of first responders?
3. Immediate or potential evacuation of residents beyond the site?
4. Prolonged or potentially prolonged disruption of key services and/or utilities?
5. Is public information or crisis communication required; is media interest likely beyond the local level?

IMT Activation

If the answer is **yes**, to **any** of the following question, **the D/DEM (SCEMA)** will activate the **IMT Activation process**.

1. Is there a need for management control of the emergency scene?
2. Is there a need or potential need to evacuate residents beyond this site?
3. Is environment/property/utility damage or potential damage critical?
4. Does the incident require more resources than are available locally or through mutual aid?
5. Will this event attract media attention beyond local or regional levels and require public information?
6. Are regulatory, government and/or supporting or industry agencies required?

EAC and/or EOC Activation

If the answer is **yes**, to **any** of the following question, **the D/DEM (SCEMA)** will activate the **EAC and/or EOC Activation process**.

1. Is there a need for coordination of information and situational awareness at the corporate level to ensure continuity of governance and services for tax payors?
2. Is there a need or potential need to evacuate residents beyond this site?
3. Is environment/property/utility damage or potential damage critical?
4. Does the incident require more resources than are available locally or through mutual aid?
5. Will this event attract media attention beyond local or regional levels and require public information?
6. Are regulatory, government and/or supporting or industry agencies required?

Step 2: Select Resources (Rosters)

The following provides a high-level outline of the processes and criteria used to identify and deploy resources needed to support and manage emergency and continuity operations. For full details on team membership, selection criteria, deployment expectations and supporting documentation, refer to the Roster Annex appended to this plan. A brief outline is provided below.

Roster Types:

IMT Rosters:

Strathcona County has sufficient depth to maintain rosters for three separate IMTs. Formal assignments are to the section level only. Incident Commanders and Section Chiefs are expected to further refine assignments based on incident needs, member availability, experience and subject matter expertise. A fourth IMT roster will be maintained by FCS specifically for an ESS-led response.

Individuals with specialized ICS Role Training will be expected to provide mentorship to further expand Team capacity. For full details on IMT Rosters, see the Roster Plan in the Roster Annex. Roster lists are found within the Roster List section of the Annex.

- **Team Deployment Rotations:** The three Strathcona IMTs shall maintain a monthly rotation in the following team postures. All deployments will be subject to personnel availability.
 - ▶ **Standby IMT:** The applicable IMT shall be prepared for immediate deployment to an emergency scene
 - ▶ **EOC augmentation IMT:** The applicable IMT shall be prepared for immediate deployment to augment an operational EOC Team
 - ▶ **Reserve:** The applicable IMT shall be held in reserve and deployed as needed to relieve or augment operational IMT or EOC teams

EAC Roster:

Strathcona County shall maintain a roster for swift deployment of the Strathcona Emergency Advisory Committee. Roster lists are found within the Roster List section of the Annex.

- **EAC Deployment Rotations:** The EAC will respond as needed, based on personal availability. A quorum of one is sufficient for activation.

EOC Rosters:

Strathcona County shall maintain rosters for swift deployment of a Strathcona EOC Team. Formal assignments are to the section level only. The EOC Director and applicable departments are expected to further refine assignments based on incident needs, member availability, experience and subject matter expertise. Experienced individuals will be expected to provide mentorship to further expand Team capacity. For full details on EOC Team Rosters, see the Roster Plan in the Roster Annex. Roster lists are found within the Roster List section of the Annex

- **EOC Team Deployment Rotations:** When activated, Strathcona EOC Teams shall maintain a weekly rotation in the following team postures. All deployments will be as per department or team assignment and subject to personnel availability.
 - ▶ **EOC Current Operations:** EOC Team members as selected and/or assigned by the applicable department and/or the EOC Director, or pulled from an IMT to augment an EOC Team currently working in an activated EOC
 - ▶ **EOC standby:** EOC Team members as selected and/or assigned by the applicable department and/or the EOC Director, prepared to augment an operational EOC Team, or relieve the current team at the next scheduled shift change
 - ▶ **EOC Reserve:** EOC Team members held in reserve for deployment as needed to augment or relieve an operational EOC team

Step 3: Deploy Resources

Once the appropriate resources are selected, initiate team deployment via SC Alerts. Refer to the Communications and Warning Annex for full alert activation procedures or the Strathcona Response Decision Chart QRG for a quick overview.

Step 4: Manage the event

Using the applicable response component policies, plans, procedures, decision trees and other supporting documentation contained within the EOP Annex, manage the incident to achieve the objectives of the MEP.

Step 5:

a) Demobilize Resources

Using the applicable response component policies, plans, procedures, decision trees and other supporting documentation contained within the EOP Annex, effectively demobilize resources to achieve the objectives of the MEP.

- ▶ The IMT will be responsible to develop and implement their own demobilization plan, based on ICS procedures and as determined by the needs of the incident
- ▶ The EAC will determine their own demobilization, in consultation with the EOC Director and/or SCEMA, as determined by the needs of the incident
- ▶ The EOC Demobilization Coordinator will be responsible to amend and implement the generic EOC Demobilization Plan in the EOP Annex, in consultation with the EOC Director and the Planning Section Coordinator, as determined by the needs of the incident

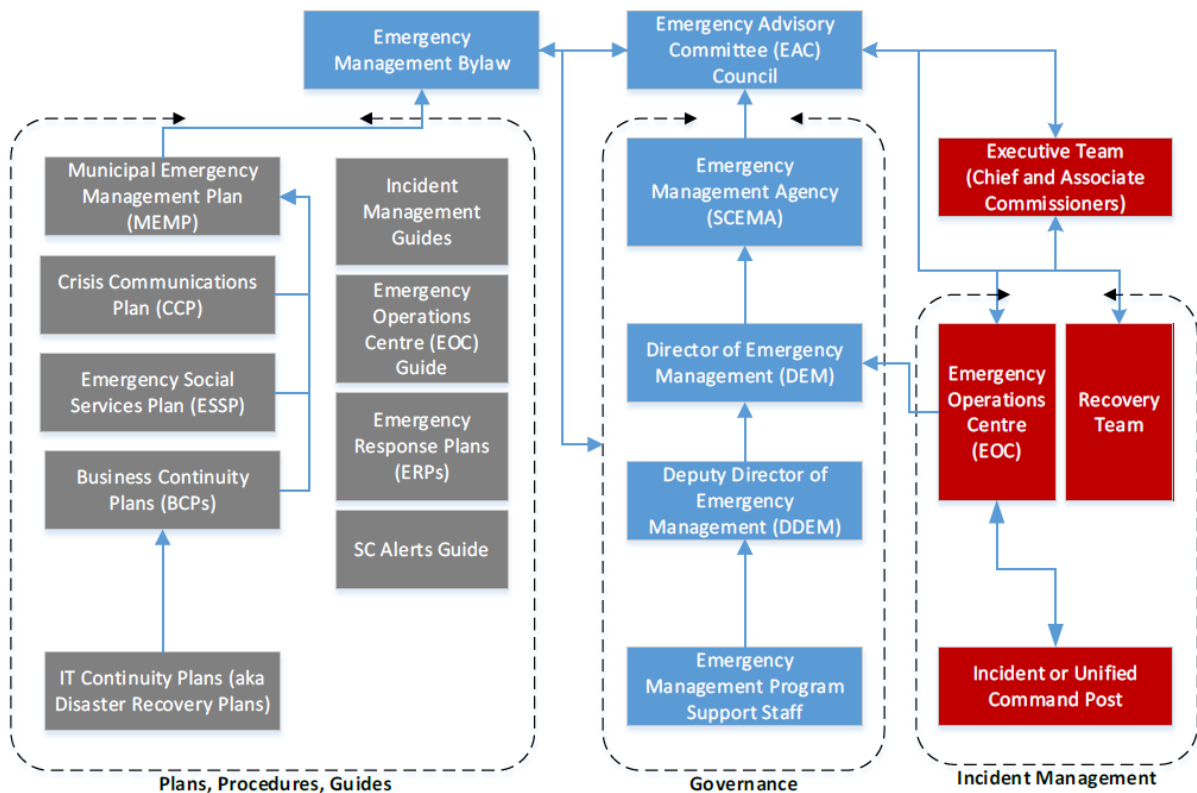
b) Transfer Leadership (as needed)

- ▶ If transfer of leadership is required during an incident, Strathcona County will follow the ICS Transfer of Command process.

Key Emergency Management Linkages

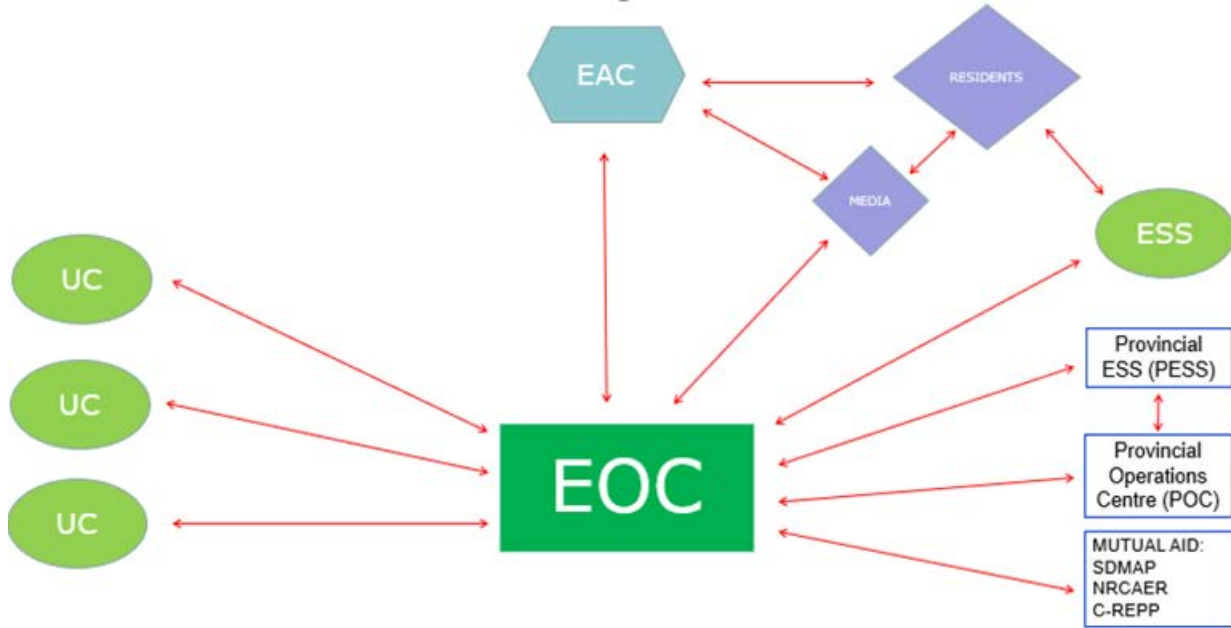
Illustrations include elements and relationships of plans, governance and incident management. For a quick overview, see the Key Emergency Management Linkages QRG in the EOP QRG Annex.

Linkages between the corporation, municipal operations and the incident site⁵



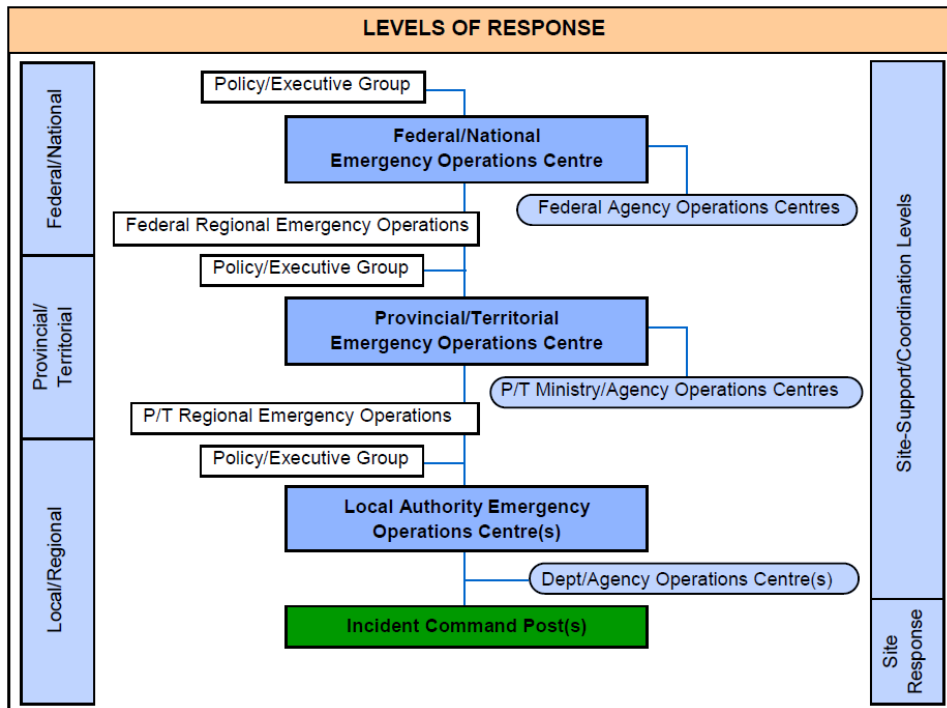
⁵2019, iStrategic Advisors Inc., Strathcona County 2018 Parkade Incident After Action Review: Final Report, Appendix G

Linkages between the EOC, concurrent incident sites, the community and provincial operations⁶



“UC” indicates a multi-agency or multi-jurisdictional IMT responding to an incident under Unified Command
“ESS” indicates an ESS IMT coordinating the emergency social services aspects of all incidents

Linkages between the incident site and municipal, provincial and federal operational levels of response⁷



⁶January 14, 2020, Strathcona EM presentation to the EAC

⁷Strathcona County EOC QRG

Incident Records and Crisis Information Management

a) Documentation and Archive

Strathcona County will follow ICS policy with regard to incident documentation and archive.

- ▶ The IMT will be responsible to develop and implement their own documentation plan, based on ICS procedures and in consultation with the EOC Documentation or Planning Coordinator if applicable
- ▶ The EOC Documentation Coordinator will be responsible to amend and implement the generic EOC Documentation Plan in the EOP Annex, in consultation with the EOC Director and/or the Planning Section Coordinator, as determined by the needs of the incident
- ▶ If an IMT and EOC are concurrently activated, all IMT and EOC incident records shall be submitted to the EOC Documentation Unit for incorporation into one cohesive and mineable archive

Further guidance can be found in the supporting documentation appended to this plan.

b) Crisis Information Communication

Strathcona County will follow ICS policy with regard to crisis information and communication.

- ▶ The IMT Information Officer (IO) will be responsible for information and communication from the incident site, in consultation with the EOC Information Coordinator if applicable
- ▶ The EOC Information Coordinator will be responsible for overall coordination of information and crisis communication for the incident, in consultation with the EOC Director, the D/DEM (SCEMA) and/or the EAC, as determined by the needs of the incident

Further guidance can be found in the supporting documentation appended in the EOP Annex, and in the Communications and Warning Annex of the MEP.

Roles and Responsibilities:

SCEMA, in collaboration with all County Departments, shall:

- a) Develop, implement and maintain the County's EOP and associated plans and procedures
- b) Develop and maintain IMT or EOC rosters based on training and credentials to ensure familiarity and comfort with assigned functions and roles.
- c) Consult with and assist County departments in developing, planning and executing Department-specific roles and processes related to the MEP and supporting plans
- d) maintain comprehensive and mineable incident Archives
- e) coordinate, prepare and/or review After Action Reports (AARs), make recommendations for improvements and/or implement corrective action plans as appropriate.
- f) liaise with external agencies and surrounding municipalities as mutual aid partners to ensure a collaborative and efficient response

The EAC shall, in collaboration with the D/DEM (SCEMA) and senior County Leadership:

- a) support the County's EOP and associated plans and procedures by responding as required and requested

The D/DEM shall, in collaboration with the EAC and senior County Leadership:

- a) support the County's EOP and associated plans and procedures by activation of the appropriate response components and levels promptly and in accordance with the EOP and associated plans and procedures

All County departments shall, in collaboration with Strathcona County Emergency Management Division:

- a) support the County's MEP through prompt notification to the D/DEM (SCEMA) when an incident occurs, in accordance with the EOP and associated plans and procedures
- b) support the County's EOP and associated plans and procedures by providing resources, equipment and subject matter expertise as required and requested
- c) participate in periodic exercises and drills to maintain comfort and familiarity with roles, responsibilities and plans. Such training may include participation in functional or full scale operational exercises that test major portions, elements and responsibilities of the County MEP and supporting plans and processes, and regular drills that test readiness of warning and communication equipment

Participating County staff shall, in collaboration with SCEMA and their home department:

- a) support the County's EOP and associated plans and procedures by responding as required and requested
- b) participate in periodic exercises and drills to maintain comfort and familiarity with roles, responsibilities and plans. Such training may include participation in functional or full scale operational exercises that test major portions, elements and responsibilities of the County MEP and supporting plans and processes, and regular drills that test readiness of warning and communication equipment

Supporting Plans and Resources

This overarching EOP is supported by the EOP Annex, organized into the following components.

- EOP QRG
- Roster Annex
- EOC Annex
- IMT Annex
- ICS Templates and Checklists
- Generic Adjunct Plan Templates
- Mutual Aid Annex

Each component documents specific plans, policies and procedures for identification, development, implementation, tracking and maintenance of each response component and the overarching EOP, including general timelines, required resources and templates, and implementation of continual improvement of both the Plan and associated processes and records.

Evaluation

Audit and Review

Strathcona County Emergency Management Division shall conduct annual audits and reviews to determine conformance and effectiveness of the implementation and maintenance of the MEP and its component parts. Such audits and reviews shall include, but not be limited to in-depth After Action Reviews (AARs), Quality Management annual internal and external ISO audits, and the annual AEMA audit as required under the LEMR.

Corrective Action

The County's Emergency Management Division shall take corrective action on identified deficiencies, gaps, and limitations, to ensure that lessons documented in the various program evaluations, exercises, tests, and audit review processes become lessons learned and implemented.

Management Review

Senior Management Review

This Annex shall be included in the MEP Annual review by the County's Senior Leadership, including members of the EAC and SCEMA, as outlined in the MEP Executive Summary.

Continual Improvement

The program review process shall incorporate ongoing analysis and evaluation, as well as corrective action planning and review as outlined in the MEP.