

Kahnawake Emergency Program
Version 3
August 2011

Kahnawake
Emergency
Management Plan
Version 3

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Revision Control Sheet

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Version 3	August 2011	All	Director of Community Protection Altered

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Kahnawake Information

Territory:	Kahnawake
Location:	South Shore of Montreal
Population:	7440 (On Territory)
Region:	14
Date Produced:	01-10-1988
Date Revised:	08-01-2011
Copy Number:	13
Holder Name:	Kellyann Meloche
Function:	Director of Community Protection/Coordinator
	Chapter 1

Introduction

Kahnawake Emergency Management

Foreword

I am pleased to present the Kahnawake Emergency Management Plan to Kahnawake. This plan has three main objectives:

1. To encourage awareness of the nature of consequences of the disasters threatening us and what can be done to prevent them or reduce their effects.
2. The risk to which the community of Kahnawake is exposed, to determine the resources and the plan of action appropriate for Kahnawake.
3. To prepare all resources for effective action through an annual training and exercise program.

Purpose:

The purpose of the plan is to provide the community with an effective and efficient emergency management operation. When applied, this will provide the levels of protection for life and property and recovery assistance, which are acceptable to the members of the community.

Emergency management is a cooperative effort; there are many goals for each unit of emergency management. At the planning level, we are concerned about the protection and education of the public from the hazards and risks that affect them. These hazards are usually the ones that are immediately and easily understood, based on past experience of the community, such as floods, ice storms, and chemical spills.

Comprehensive Emergency Management

(1) All Types of hazards:

The commonalities among all types of technological and natural disasters suggest strongly that many of the same management strategies can apply to all such emergencies;

(2) An Emergency Management Partnership:

The burden of disaster management, and the resources for it, requires a close working partnership among all levels of government, and the private sector (business, and industry, voluntary organizations and the general public); and

(3) An Emergency Lifecycle:

Disasters don't just appear one day. Rather, they exist throughout time and have a lifecycle of occurrence, which must be matched by a series of management phases that include strategies to mitigate hazards, prepare for and respond to and recover from their effects.

These three components form Comprehensive Emergency Management.

Emergency (or disaster) means an urgent and critical situation of a temporary nature within the Mohawk Territory that is caused by a real or imminent:

1. Fire, flood, drought, storm, earthquake or other natural phenomenon;
2. Disease in human beings, animals or plants, or;
3. Accident or pollution;

That results or may result in danger to life or property, economic or social disruption or a breakdown in the flow of essential goods, services or resources.

Management is defined as the coordination of an organized effort to attain specific goals or objectives, In Emergency Management, management means an organized effort to mitigate against, prepare for, respond to, and recover from an emergency.

Comprehensive is the word that brings this all together. It clarifies "emergency" by including all forms of natural and technological events, which threaten or adversely affect lives and property of Kahnawakero:ron.

Phases of Emergency Management

In this plan, we shall use the four phases of emergency management as a way of dealing with each event. Each phase will be treated in turn, beginning with Mitigation.

Mitigation refers to activities, which actually eliminate or reduce the chance of occurrence or the effects of a disaster.

Preparedness is planning how to respond in case an emergency or disaster occurs and working to increase resources available to respond effectively.

Response activities occur during and immediately following a disaster. They are designed to provide emergency assistance to victims, of the event, and reduce the likelihood of secondary damage.

Recovery is the final phase of the emergency management cycle. Recovery continues until all systems return to normal, or near normal. **Short-term Recovery** returns vital life support systems to minimum operating standards. **Long-term Recovery** from a disaster may go on for years until the entire disaster area is completely redeveloped, either as it was in the past or for entirely new purposes that are less disaster-prone.

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The Structure of Kahnawake with Respect to Emergency Preparedness

1. The Program Administration

The Emergency Planning Program Manager will ensure the preparation, implementation, evaluation, and revision of the program under the direct supervision of the Coordinator. All major decision for the program shall be in consultation with the Advisory Committee.

2. The Advisory Committee

Decisions made and actions taken in the day-to-day administration of the program crucially affect the ultimate implementation of the program in times of disaster/emergency. Therefore, because the advisory committee is composed of those representing key functional area, both within and external to the Mohawk Council of Kahnawake, it is encourage that the Program Manager and the advisory committee consult together on important administrative matters to ensure the goals of the program are indeed met.

Members of the advisory committee shall be as follows:

- Emergency Coordinator
- Emergency Planning Manager
- Public Information Officer
- Technical Services Representative
- Community Services Representative
- Kateri Memorial Hospital Representative
- Environment Representative
- Council Chief Representative
- Volunteer Coordination Representative

3. The Response Committee

The E.P.O.K is responsible for integrating the various emergency services. The E.P.O.K is the operational center of Kahnawake. As such, it is responsible for a carrying out all operations that figure in the Emergency Preparedness Plan.

Among these operations, the E.P.O.K. is in charge of:

- Applying emergency measures in times of disaster;
- Conducting rescue operations;
- Drawing up and carrying out operational scenarios;
- Holding exercises;
- Carrying out preventive checks;

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- Carrying out recovery work;
- Drawing up agreement procedures provided for in the plan;
- Applying an information program;
- Evaluating and taking inventory of damage after a disaster.

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Authorities and References:

This plan comes into force by the Kahnawake Emergency Preparedness Law, had been enacted on November 11, 1997 by Mohawk Council Resolution # 77/1997-98

Reference: A letter from Executive Director, Alana Goodleaf Rice delegating her responsibilities of Coordinator to the Director of Community Protection, Terry Diabo.

Also by the following resolutions:

119 06-09-88/89 this resolution holds the Government of Canada and related Departments responsible for any disaster arising from the passing of the transit routes.

09 10-08-90/91 this resolution identifies whom have the authority to declare a state of emergency.

48 02-08-94/95 this resolution accepts the Emergency Preparedness Plan also appoints the Executive Director as Coordinator. This resolution also makes it mandatory for the said departments to participate in the Emergency Preparedness Planning Committee. This resolution rescinds resolution # 07/90-91.

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Mitigation

Hazard Identification

What is a Hazard?

A hazard is a natural or technological force or event that could cause or create a disaster. A hazard can cause the full range of natural disasters, major incidents, civil disorders, and resource crises that are the concern of the emergency preparedness program.

What is a Vulnerability Analysis?

This analysis identifies how people, property, and structures will be damaged by the disastrous event. If people or structures can be damaged by a hazard impact, they are vulnerable. Not all hazards are applicable to all parts of Kahnawake. The following is a list of possible hazards for Kahnawake. First, add to the list any others that might occur. Next, examine each hazard using the any information, which you may have obtained through any research or appropriate source of information. Do the hazards have a high, medium or low likelihood of being a threat to Kahnawake? Put your answer in the column headed Likelihood. Look at the next column (vulnerability). What is the vulnerability of Kahnawake to this hazard? Given all you know about the vulnerability of Kahnawake, does the hazard present the threat of disaster or just a routine emergency? Put an answer in the column. In the final column provided check those hazards that represent “worst threats” to Kahnawake. The “worst threats” are those hazards which have a high or medium (a) impact of happening, or (b) disaster vulnerability. These are the hazards, which we will concentrate on first.

Possible Hazard	Likelihood	Vulnerability	Worst Threats
Aircraft Crash			
Chemical/Biological Warfare			
Civil Disorder			
Drought			
Earthquake			
Flash Flood			
Flood			
Hazardous Materials			
Highway/Transport Accidents			
Hurricane/Tropical Storm			
Mudflow			
Pandemic			
Power Shortage/Failure			
Radiological Incident			
Urban Fire			
Water Supply Contamination			
Wildfires			
Winter Storm/Ice Storm			

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Twelve Emergency Functions

Warning and Communication

Notifying the public of probable impending disaster in time to take protective action. Operation of all communications services for control centers and operational forces.

Public Information

Proving information and directions to the public about appropriate protective actions.

Evacuation

Assisting people to move from the path of threat of a disaster to an area of relative safety.

Emergency Welfare

Providing shelter, lodging, food, clothing and sanitation to the disrupted population.

Emergency Medical Care

Offering appropriate health and medical care or services to the stricken population.

Security

Protecting life and property, control of movement of persons and emergency equipment necessary to protect persons and counteract the disaster situation.

Fire and Rescue

Deploying firefighting resource to prevent or contain fires and rescue or removal of trapped or injured people.

Radiological Defense

Measuring, predicting, and evaluating radiation to guide and protect the public and emergency services workers.

Public Works/Technical Services

Temporary repairs to damaged systems in essential or critical areas or facilities.

Disaster Analysis and Assessment

Monitoring and analyzing a disaster and assessing physical damage from a disaster. Collection of information essential to recovery efforts and future mitigation.

Logistics

Controlling transportation of people and supplies as necessary to support emergency functions.

Direction and Control

Management of a community's survival recovery efforts, and the operation itself.

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Four Phases of an Emergency Program

Mitigation (Long term) Definition: Any activity, which actually eliminates or reduces the occurrence of a disaster. It also includes long-term activities that reduce the effects of unavoidable disasters.	Preparedness (To respond) Definition: Preparedness activities are necessary to the extent that mitigation measures have not, or cannot, prevent disasters. In the preparedness phase, governments, organizations, and individuals develop plans to save lives and minimize disaster damage. Preparedness measures also seek to enhance disaster response operations.	Response (To Emergency) Definition: Response activities follow an emergency of disaster. Generally, they are designed to provide emergency assistance for casualties. They also seek to reduce the probability of secondary damage and to speed recovery operations.	Recovery (Short and Long Term) Definition: Recovery continues until all systems return to normal or better. Short-term recovery returns vital life support systems to minimum operating standards. Long-term recovery may continue for a number of years after a disaster. Their purpose is to return life to normal or improved levels.
Coordinator/Manager Building Codes Vulnerability Analysis updates Zoning and Land use Management Building use regulation/safety codes Compliance and enforcement Resource allocations, sharing Public Education	Preparedness plans Emergency Exercise training Warning systems Emergency communications Evacuation plans and training Resource inventories Emergency personnel contact list Mutual aid agreements Public information/education	Activate public warning Notify public authorities Mobilize emergency personnel equipment Emergency medical assistance Man emergency centers Declare Disaster/evacuate Mobilize security forces Search and rescue Emergency suspension of laws	Damage insurance/loans and grants Temporary housing Long term medical care Disaster unemployment insurance Public Information Health and safety education Reconstruction Counseling programs Economic impact studies
Hazard Specific Measures <u>FLOOD:</u> Dam construction/inspection Stream channelization Construction/protect retention barriers Reforest/prevent deforestation Contour farming Flood proof buildings	Temporary levee construction Stream flow monitoring Ice and debris removal Temporary flood proofing	Helicopter search Boat rescue	Decontamination of water sources Replant crops Pump out flooded basements Remove temporary flood-proofing Monitor disease
<u>EPIDEMIC:</u> School inoculations Rodent/insect eradication Water purification Sanitary waste disposal Health codes/inspection Public health education	Stockpiling drugs Physician preparedness plans Public notification Quarantine regulation and plans Emergency medical authorities	Quarantine Disinfect Secure bodies Isolate carriers	Continuing research into causes Long-term restorative therapy
<u>FIRE:</u> Fire codes No-smoking laws Fire zoning Fire safety information	Fire drills/exit signs Callboxes/smoke detectors Police crowd control training Fire department and agreements Firefighting training	Firefighting Containment	Rebuilding Razing burned out buildings Reforestation
<u>Hazardous Materials Spill:</u> Transport speed limits Container structure codes Corporate licensing Restricted routing Materials identification codes	Containment and scrubbing equipment; Stockpile neutralizing materials Emergency Training for transporters; Special apparatus for emergencies	Identify material Notify response team and Canutec; Containment Plume tracing Air/water/soil contamination controls.	Reassess existing regulations Decontaminate Environment

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Mitigation (Long term)	Preparedness (To respond)	Response (To Emergency)	Recovery (Short and Long Term)
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<u>Wind:</u> Roof anchors Window size and thickness codes Windbreaks	Storm shelter construction Property protection measures Storm watch and warning guides	Reinforce damaged property Broadcast state of situation	Reconstruction
<u>Gasoline Shortage:</u> Alternative Search Allocation/inter-sharing Mass transit system/ car pooling Design emergency efficient engines; Reduce Speed limits Energy conservation program	Stockpile reserves Reallocate to shortage areas Rationing Plans	Odd-even purchase program Minimum purchase requirements Increase refinery production Deregulate oil Increase gasoline prices	Excess profits tax on companies Reassess allocation plans Two-way/Truck hauling

Duties of Key Persons in the Emergency Management Plan

The Kahnawake Emergency Preparedness Law authorizes the Kahnawake Emergency Preparedness Planning Committee to respond to disasters/emergencies in order to provide assistance to save lives and protect public health, safety, and property. The Law was developed to provide a foundation for the prevention of disaster within Kahnawake and to provide a network of emergency measures for the response and recovery of the community in the event of a disaster/emergency. Generally, the Law is implemented when the resources are not sufficient to cope with a disaster/emergency and the Grand Chief has requested assistance.

This portion of the Operational Plan summarizes the duties and responsibilities of key persons in Emergency Planning who play vital roles during emergency times. Even though responsibilities are outlined in this section, it cannot be assumed this is the only job they'll be doing. It can be expanded or shortened to meet the needs of any particular emergency.

The Mohawk Council:

In addition to assigning normal areas of administration, members of Council, and the Grand Chief in particular, have the duty and obligation to be present in a very important way in a time of major disaster.

The Council Must:

In Normal Times:

- ↳ make a resolution creating an EPCK, determine its goals and name its members;
- ↳ name a Coordinator and define their responsibilities;
- ↳ approve the emergency operations plan proposed by the EPCK;
- ↳ approve the structure of the EPOK submitted by the EPCK;
- ↳ name one or more service representatives according to the recommendations of the EPCK;

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- ↻ approve the various plans and programs submitted by the EPCK;
- ↻ sign the agreements required by the various plans;
- ↻ designate a place that will serve as a coordination center and another that can be used as an alternate;
- ↻ Maintain the interest of all persons responsible for disaster prevention and emergency operations.

During an Emergency:

- ↻ Evaluate the situation or await information by the EPCK;
- ↻ Ensure that the Emergency Operations Plan is put into effect;
- ↻ Follow developments in the situation and the means used to deal with the disaster;
- ↻ Issue instructions with regard to operations when and where necessary;
- ↻ Assure the stricken population of the support of the authorities;
- ↻ Decide every expenditure in a case of major disaster;
- ↻ Inform the media;
- ↻ Support the Coordinator in carrying out operating procedures;
- ↻ Request a state of emergency be declared if necessary;
- ↻ Coordinate the operations of volunteers.

In time of Recovery:

- ↻ Request that Kahnawake be declared a disaster area in order to be eligible for financial assistance;
- ↻ Take all steps necessary for a return to normal life;
- ↻ Study the causes and effect of the disaster in order to prevent its re-occurrence;
- ↻ Implement necessary measures following study.

The Coordinator:

The main duty of the Coordinator of Emergency Planning is to assure personnel and citizens that effective and appropriate measures are taken during an emergency.

The Coordinator Must:

In Normal Times:

- ↻ Participate in the EPCK;
- ↻ Prepare the agendas and appoint an official secretary;
- ↻ Name an assistant and define the assistant's responsibilities;
- ↻ Act as a liaison between the authorities of the organization and the EPCK;
- ↻ Participate in the development of a disaster prevention program;
- ↻ Manage the coordination center and decide how it will be run;
- ↻ Develop the operational skills of the representatives and staff of the emergency services by means of training and exercise programs;
- ↻ Evaluate the relevance of the scenarios of the emergency operational plan.

During an Emergency:

- ↻ Evaluate the situation;
- ↻ Put the Emergency Operation Plan into effect;
- ↻ Open and run the EOC if necessary;
- ↻ Obtain reports about the situation;
- ↻ Inform the Grand Chief/Executive Director about developments in the situation;
- ↻ Inform the Department of Indian Affairs about the disaster;
- ↻ Control, coordinate, and direct overall operations;
- ↻ Issue instructions concerning operations to the service representative and the representative of operations;
- ↻ Obtain any additional or special resources needed by the Site Manager and the service representative.

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During times of Recovery:

- ↪ Gather all information about the cause and effects of the disaster and submit a report to the authorities;
- ↪ Help the stricken population obtain financial assistance if needed;
- ↪ Coordinate the implementation of recovery measures;
- ↪ Close the coordination center;
- ↪ Make an account of all expenses related to the disaster and prepare a report on its cost and consequences;
- ↪ Analyze the running of the emergency operations and suggest any corrections that should be made.

The Assistant Coordinator:

The main duty of the assistant coordinator of Emergency Planning is to help maintain control of the service representatives in the EOC, and keep the Coordinator's hands free for any decision making that must be made at the time of disaster. In times of a long-term emergency, the assistant Coordinator will maintain a rotation with the Coordinator for operation of the EOC.

The Assistant Coordinator must:

In Normal Times:

- ↪ Participate in the EPOK;
- ↪ Have complete updates and changes reported to the coordinator;
- ↪ Be placed on stand-by for the appointed week;
- ↪ Evaluate the relevance of the scenarios in the emergency operations plan.

During and emergency:

- ↪ Evaluate the situation;
- ↪ Obtain reports about the situation;
- ↪ Inform the Coordinator of any changes that have been passed to you;
- ↪ Help maintain control with the coordinator;
- ↪ In the absence of the coordinator report to the EOC and assume the Coordinator's responsibilities.

In Times of Recovery:

- ↪ Gather all information about the disaster and verify the information with the coordinator;
- ↪ Help coordinate the implementation of recovery measures;
- ↪ Have a debriefing with the committee and discuss the positive and negatives of the disaster, what improved and what was done well.

The Emergency Site Manager:

The emergency site manager is responsible for ensuring that appropriate action is carried out when necessary, by the human resources at his disposal. In accordance with his mandate, he performs a number of duties in each of the three situations:

They Must:

In Normal Times:

- ↪ Be a member of the EPCK;
- ↪ Ensure that operational scenarios are prepared;
- ↪ Provide for needed resources at the site of a disaster;
- ↪ Provide for the staff and materials needed at the site;
- ↪ Test the efficiency of operational scenarios by means of exercises;
- ↪ Arrange for the training of substitutes.

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During an emergency:

- ↵ Obtain information about the situation;
- ↵ Make an on-the-spot evaluation of the situation;
- ↵ Fix objectives;
- ↵ Develop one or more strategies of action;
- ↵ Evaluate the resources needed;
- ↵ Coordinate, control and direct action at the site of disaster;
- ↵ Set up a site operations center;
- ↵ Inform the coordinator about developments in the situation and the means being taken to combat the disaster;
- ↵ Carry out instructions received from the coordinator with regard to operations;
- ↵ Inform the coordinator of any irregularity, additional need, etc.

In Times of Recovery:

- ↵ Record all the expenses related to the emergency and submit a report to the coordinator;
- ↵ Take part in examining the running of the emergency operation;
- ↵ Make appropriate recommendations;
- ↵ Effect the necessary modifications to the parts of the plan concerning the areas of responsibility that have been entrusted to his service.

Duties of the Representatives:

Summary description of the duties of service representative during an emergency.

Administration:

- ↵ Records and controls emergency expenditures according to category;
- ↵ Supplies the additional human resources needed by the other services;
- ↵ Supplies the material resources that the other services are unable to obtain;
- ↵ Advises victims how to obtain available compensation;
- ↵ Assesses the damage to public and private property;
- ↵ Administers financial aid programs if necessary;
- ↵ Keeps control of volunteers and sends them to needed areas;
- ↵ Keeps a log.

Supplies:

- ↵ Obtains the necessary resources and forwards them to the services in operation according to need;
- ↵ Keeps a log.

Fire, Rescue, Hazardous Materials:

- ↵ Prevents possible disaster-related fires and fights actual fires;
- ↵ Provides necessary rescue operations;
- ↵ Has victims removed from the rubble;
- ↵ Identifies dangers threatening the population;
- ↵ Assists Peacekeepers in traffic control and transporting the wounded;
- ↵ Supplies the expertise and the specialized equipment necessary to deal with situations involving hazardous materials. Currently, we have only equipment to deal with Level B situations (which are determined by the HazMat team). We can go in and assess the situation and determine if extra/outside help is needed;
- ↵ Keeps a log.

Public Information:

- ↵ Informs the community about developments in the situation and the emergency services available;
- ↵ Notifies the population of the disaster area of warning with respect to health, safety, welfare or the protection of property;

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- ↵ Issues the population of the disaster area instructions needed for the effective running of the operations under way;
- ↵ Answers request for information from the media;
- ↵ Prepares press releases;
- ↵ Organizes press conferences;
- ↵ Keeps a log.

Community Services:

- ↵ Opens a community service center;
- ↵ Welcomes, registers and informs the displaced victims;
- ↵ Traces family members who may have been scattered;
- ↵ Gives particular attention to persons with special needs;
- ↵ Feeds, lodges, and clothes victims who are unable to care for themselves;
- ↵ Keeps a log.

Technical Services:

- ↵ Providing the EOC with information and advise on engineering matters;
- ↵ The construction, maintenance and reparation of roads;
- ↵ The provision of equipment for emergency pumping operations;
- ↵ The provisions of heavy and light equipment (bulldozers, hydraulic shovels, quick cut saws etc.);
- ↵ Liaison with the fire chief concerning emergency water supplies and sanitation facilities;
- ↵ Discontinuing any public works service or utility to any customer, as required and restoring these services when appropriate;
- ↵ Liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services; and
- ↵ Providing a damage assessment survey when requested.

PeaceKeepers:

- ↵ Checks the authenticity of the alarm;
- ↵ Submits a report to the official in charge of implementing the plan on the nature, gravity and scope of the disaster;
- ↵ Controls access to the disaster area;
- ↵ Directs traffic within the disaster area and on the main access routes to the area;
- ↵ Calls for ambulance services;
- ↵ Notifies hospitals;
- ↵ Prevents looting, lists missing persons and notifies the coroner;
- ↵ Has bodies removed;
- ↵ Keeps a log.

Environment:

- ↵ Identify environmental hazards and their associated risk (lead role);
- ↵ Assessment and mitigation, in collaboration with committee members, of conditions or incidents causing pollution of the environment, including mystery spills land-based emanating from property, excluding marine spills;
- ↵ Conducting observations and forecast, and providing timely warnings to the general public and to emergency responders, with respect to weather, ice, water, and groundwater behavior;
- ↵ Projecting the dispersion of toxic or polluting substances in air and water, determining estimates of land contamination, and providing other scientific advice and information with respect to environmental processes and impacts;
- ↵ Assessing and mitigating the damaging effects of emergencies upon migratory birds and their habitats;
- ↵ Keeps a log.

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Health:

- ↳ Ensures qualified personnel are in place to care for the wounded and transfer to another hospital if needed.

Telecommunications:

- ↳ Provides telecommunications between decision centers and emergency services at the site of the disaster;
- ↳ Ensures the smooth running of existing communications networks (telephones, radio, message transmission equipment);
- ↳ Assumes maintenance of the networks;
- ↳ Provide telecommunications facilities to workers who request them;
- ↳ Controls and coordinates overall communications;
- ↳ Obtain telecommunications equipment from outside Kahnawake if necessary;
- ↳ Provides alternate means if normal telecommunications media are not operational (messenger service, couriers etc);
- ↳ Keeps a log.

Transportation:

- ↳ Provides all types of transportation to services who request it;
- ↳ Keeps a log.

Social Assistance:

- ↳ Starts to set up the emergency operations center, and gets all required information for the EOC;
- ↳ The creation of new services as required;
- ↳ Keeps all regular services running if possible;
- ↳ Helps evacuation plans as required with Community Services;
- ↳ Keeps a log.

Conservation:

- ↳ Assists in all efforts in order to alleviate the situation by resources which they have been trained to operate;
- ↳ All information request for help will go directly to them by one of the Service Representatives in the EOC;
- ↳ Keeps a log.

Once all Representatives understand the responsibilities of the position, they must also need to consider, as well, the moral side. Kahnawake:ron have entrusted their safety to them. Their performance as representative will determine how well they fulfill that trust.

Stages of Response

Notification and Warning

Notification/warning is the first stage of response. How long it last depends upon the type of emergency or disaster. In this stage, two specific groups must be notified:

1. The general Public;
2. Department, individuals, or agencies that must respond to the emergency.

In most emergency situations, the public can be informed by K-103; however those in the immediate danger area should be informed by a more direct means such as loudspeakers or sirens.

The Kahnawake Peace Keepers are often notified by the public or something that they've seen or heard themselves. They will in turn set off the pagers for the Fire Brigade and the volunteers will respond according to their protocols.

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Stages of Response cont.

Immediate Public Safety:

Immediate public safety deals primarily with providing emergency medical services, search and rescue, and evacuation from the disaster area. The public safety stage is people oriented. The primary concern is for safety of the people and treatment of those who may be injured.

Property Security:

Property security is property-oriented. This stage deals primarily with the protection of property in the community. Primarily PeaceKeepers, Fire Brigade, and Technical Services carry out the actions in this stage. The PeaceKeepers see that property is secure and looting or vandalism does not occur. The Fire Brigade aids in prevention of further damage to surrounding property. Technical Services may also play an important part by providing manpower and equipment to board up windows, remove debris, or provide street barricades.

Public Welfare:

Public welfare consists of two main operations: caring for the people after the emergency and assessing damage. This stage is where you would most likely work closely with service agencies, such as the Red Cross. During the public welfare stage you must be concerned about mass care for injured, shelter for the homeless, food and clothing for those in need. During this stage you must also be prepared to assess the damage and prepare necessary reports to obtain local/provincial or federal aid.

Restoration:

Restoration involves actions that repair the necessities of life. This means restoring utility service, radiological decontamination, and the removal of debris from the disaster scene. Businesses not severely damaged in the disaster will reopen. During this stage, the first outside assistance provided by a town, provincial or federal government is used. Nothing is as good as new during restoration, but people begin to see that life can return to normal at a later date.

Overview:

These five stages are all part of the response effort. The degree to which each stage must be implemented depends on the type of emergency. For example, a major fire in an abandoned warehouse may never call for the implementation of public welfare or restoration stage. However, major fires in a school or apartment complex with many injuries would require different action.

Do not get the idea that each of the five stages is distinct and occur independently of each other. They are interrelated and may occur simultaneously, depending upon the situation.

The Emergency Operations Center

Your first task in any emergency is to quickly survey the situation to determine if it is of such size or severity that the emergency operations center should be made operational. There are four classifications, which can be to help determine the EOC operational status.

Minor Emergencies:

Minor emergency are those, which are handled on a regular day-to-day basis by the Kahnawake Peace Keepers and Fire Brigade. Under certain, conditions, such as a snowstorm, other departments such as public works may also be involved. The EOC is usually not activated beyond routine staff levels for minor emergencies.

Limited Emergencies:

A limited emergency requires a limited staff for the emergency operations center. Only those functions of the EOC, which are necessary, are operational. This condition also can be defined as partial mobilization.

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Limited emergency situations fall into two major categories. The first is an advance readiness for what may become a full emergency at a later time. For example, during a flood (spring flood) we may issue “flood watches” to the community and have a number of persons on stand-by for the streets. The second category is when a minor emergency goes beyond the conditions, which can be handled by the day-to-day operations of the Mohawk Council of Kahnawake. For example, what if a minor fire became a major fire in the apartment complex. Our plan would call for mass care, shelter, and the protection of property.

Potential Disaster:

A potential disaster is one step beyond a limited emergency, under these conditions; the limited staff should be supplemented to more closely monitor the situation. During this stage, most of the communication links of the EOC are tested and made operational. For example, when a severe storm is several hundred miles away and the direction is uncertain, the EOC may be in the limited emergency stage. If actual warning is given that it may strike your area, the potential disaster stage is reached.

Full Emergency:

A full emergency requires total mobilization of the entire staff. Go back to the Severe Storm warning; by the time the storm reaches Kahnawake, we should be fully operational. Once we make a decision as to what stage we are in, we should also have decided to have alternates ready and briefed. Lessons from the Ice Storm showed we must always have alternates ready and start a schedule immediately.

Making the Emergency Operations Center Operational.

Here is a sequence of steps to follow in order to make our EOC operational. It will vary depending upon the type of emergency situation. If it were possible to have this set up by our minute taker before the committee arrives would be ideal, however, if this weren't possible, the first person to arrive at the Emergency Operations Center should begin setting up.

1. Alert EOC personnel.
2. Activate communications equipment and support facilities. (Support facilities can be either a generator or coffeepot.)
3. Initiate the message flow system. (This will be worked on more amongst us.)
4. Ready the appropriate logs, maps, and electronic status board.
5. Prepare a shift schedule. (In the EOC is to be in operation for any length of time, make sure you schedule the representatives in the EOC so that they are not on duty as well as relief breaks. Operations often get very intense, and you do not want fatigue to set in among key representatives.
6. Announce briefing schedules.
7. Provide the necessities. If you know the EOC will be in operations for some time, make sure the center has appropriate food, clothing, and housekeeping supplies.

Controlling Access to the Emergency Operations Center.

In order to carry out an effective response to an emergency or disaster, we must be able to run the EOC with minimum interference from those who are not part of the emergency management effort. The best way we can achieve this is controlled access. As soon as the EOC goes into emergency status, a check in procedure will be established. The EOC will have a receptionist or guard; it will be preferable to have a Peacekeeper or Conservation officer, however if this is not feasible, one will be appointed. There will be a sign-in sheet for everyone to fill, before entering and exiting. It will look like this:

Example:

<i>Kahnawake Emergency Preparedness Planning</i> <i>Visitors and Staff Please Sign in and Out</i>				
DATE	TIME IN	TIME OUT	NAME	SECTION
February 3, 2001	0900 hrs.	1800 hrs.	Kellyann Meloche	Emergency Manager

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Considerations:

- ↳ The Public Information Officer will take care of and handle all media. Access will be very limited to media.
- ↳ Any and all other personnel will be limited to the identification cards they hold.

Damage Assessment

Damage assessment is a key step in caring for the long-term needs of the community. Delayed assessments may cause hardships as well as erode confidence in the ability of the committee to react in time of emergency. Trained “observers” should be used to assess damage. Make sure the people who are responsible know what to do. Their job is assess the damage, and not to make statements to the media. Their work should be kept confidential.

1. **Debris Clearance:** is the removal of damaged structures or objects from public roads/streets, public property, and private property.
2. **Protective Measures:** are taken to prevent damage when the event is occurring. For example, sand bagging or a riverbank, evacuation, traffic control, and barricades. Can anyone identify what will be needed?
3. **Road Systems:** include roads/streets, bridges, and culverts. You may want to break the damage assessment into surrounding highways too. The categories of damage might range from some damage-requiring repair to complete washout or destruction.
4. **Water Control Facilities:** include damages to dikes, levees, dams, drainage systems, irrigation works, and other facilities.
5. **Public Buildings and Equipment:** should include the number and cost of buildings, supplies and/or inventory, and vehicles or equipment that were damaged or destroyed.
6. **Public Utility Systems:** that sustained damage could include the water system, sanitary sewer, storm drains, light and power, and other utilities.
7. **Public facilities under construction:** should be listed in two categories. Both may be eligible for special disaster assistance (which is really what the survey/assessment will aid us with). Therefore should be listed as follows:
 8. **Private Nonprofit Facilities:** these include educational, emergency, medical, and custodial facilities. This category does not include damage to churches or places used exclusively for worship.
 9. **Park, Recreational, and other facilities:** should include damage to parks, sports fields, community centers, etc.

Communications Plan

As arrangements for search and rescue, transportation, shelter and feeding, medical and other emergency services are detailed in different parts of the plan, so must the latter contain a section outlining how and by whom the community, the media and the public at large will be kept apprised of the situation. This section of the overall plan is a brief over view of the Communications Plan.

Its principal objective is to assist the disaster mitigation and recovery process by:

- Ensuring effective working arrangements with the media for the prompt dissemination of vital information to affected Kahnawakero:ron and to the concerned public at large;
- Ensuring the prompt transmission of vital information to affected segments of the community and other directly interested parties;
- Helping emergency command make informed decisions and manage issues effectively.

The following are elements of the Communications Plan that are critical:

- A public information team built around a core of trained professionals.
- Properly equipped operating facilities.

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- A triggering process, including a fan-out and call-back system for emergency personnel, instant media notification procedures and instructions for the activation of emergency facilities.
- Media coverage arrangements.
- A public inquiries response mechanism.
- Information processing and release policy and procedures, including the designation of official spokespersons.
- Media monitoring and rumor control arrangements.
- A program involving training, exercises, evaluation and public awareness activities, to maintain the plan in a state of permanent readiness.

Recovery Plan

The task of rebuilding after a disaster can take months, even years. Not only services and infrastructure, not only facilities and operations, but the lives and livelihood of thousands of people may be affected. Federal/Provincial grants can help. Funds are used to rebuild homes, businesses and public facilities, to clear debris and repair roads and bridges, and to restore water, sewer and other essential services.

After a disaster, we must be prepared to attend to the injured, maintain life-support services for the community, and assist an affected area return to normal. The Mohawk Council of Kahnawake has the primary responsibility for supplying the resources to respond to and recover from disasters. If Kahnawake becomes overwhelmed, we may need supplemental assistance from applicable provincial and federal governments.

“Recovery activities” refer to those actions by disaster victims that enable them to begin the process of rebuilding their homes; replacing property; resuming employment; restoring their businesses; and permanently repairing, rebuilding, or relocating public infrastructures. It also refers to those programs of assistance and support/technical services of the federal/provincial government that facilitate disaster victims’ recovery actions – such as grants and low-interest loans for repair or replacement of homes, businesses, property, and infrastructure; technical assistance; and education and information.

For the most part, recovery activities begin at a time when search and rescue, life-saving and emergency measures are well underway or nearly complete. Individuals and families seek funding and service to repair or replace their damaged property. Our plans have to include the rebuilding of infrastructure and services, and seek sources of funding for wise redevelopment of our community. The Federal Government collaborates with the Provincial government in planning and coordinating the implementation of recovery programs to support families, businesses, and governments, and initiates the delivery of recovery services.

Service Agreements

The Kahnawake Emergency Preparedness Plan describes the mechanism and structure by which the Kahnawake Emergency Planning Committee will mobilize resources and conduct activities to address the consequences of any major disaster or emergency that overwhelms the capabilities of Emergency services or the Mohawk Council of Kahnawake services. Federal Assistance is available under the Department of Indian and Northern Affairs Canada, as well as individual agency authorities, to save lives, protect public health, safety and property; alleviate damage and hardship; and reduce future vulnerability.

By signing this letter of agreement, your organization and departments commit to:

1. Support the KEPP concept of operations and carry out their assigned functional responsibilities to ensure the orderly, coordinated delivery of community assistance;
2. Cooperate with the Emergency Planning Coordinator appointed by the Chief and Council to provide effective oversight of emergency operations;

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3. Make maximum use of existing authorities, organizations, resources, systems, and programs to reduce disaster relief cost/expenses;
4. Form a partnership with counterpart agencies, voluntary organizations, and the private sector to take advantage of all existing resources; and
5. Continue to develop and refine community planning, exercise, and training activities to maintain necessary operational capabilities.

A list of signatories will be included at a later date.

Training and Exercise

As an Emergency Planning Committee our job covers several broad areas of responsibility including efforts to mitigate disaster, plan preparedness, and coordinate response and recovery. To adequately handle all these tasks, we need a variety of skills that can be gained through training available from provincial, and federal government programs plus many organizations in the private sector.

Kahnawake has chosen the Canadian Emergency Preparedness Collage as our official training programs to study and implement. The following are a list of courses, which are offered and all members should strive to attend.

1. Basic Emergency Preparedness – available by CD Rom Only
2. Emergency Operations Center
3. Site Management
4. Public Information

Tabletop exercises will be held on a yearly basis, and “paper” exercises will be done at least three times a year at minimum.

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Addendum 1- Distribution List March 2011

Distribution List

Position	Copy Number
Grand Chief	1
Council Members	2-12
Director of Community Protection/Coordinator	13
Emergency Operations Center (Primary)	14
Emergency Operations Center (Secondary)	15
Kahnawake Fire Brigade Rep.	16
Peacekeepers Rep.	17
Assistant Coordinator	18
Assistant Coordinator	19
Emergency Manager	20
Public Information/Communications	21
Technical Services	22
Public Works/Transportation	23
Community Services	24
Kateri Hospital	25
Telecommunications (Radio)	26
Conservation	27
Environment	28
Volunteer Coordinator	29
Department of Indian Affairs	30

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