



University Settlement  
Founded in 1910

## University Settlement

# EMERGENCY MANAGEMENT AND CONTINUITY PLAN

### OVERVIEW

- Emergency management and business continuity is the organization and management of resources and responsibilities for dealing with all aspects of emergencies, in particularly preparedness and response.
- The University Settlement emergency management and business continuity plan was developed to effectively and efficiently manage future emergencies. This plan should be considered as a general guide governing University Settlement's response to an emergency.
- It must be understood that an emergency or major disaster presents circumstances that are not always predictable, and as a result, it is impossible to plan a specific course of conduct for each possible type of emergency.
- Real-time modifications to procedures will undoubtedly be required as an event unfolds. It is also important to keep in mind that one must exercise independent judgment in order to ensure personal safety in the absence of specific instructions.
- Examples of emergencies are:
  - Bomb threat
  - Terrorism
  - Fire
  - Civil disturbance
  - Flood
  - Power failure
  - Public transportation strike
  - Severe weather event
  - Violent crime at or around a University Settlement site

### FINANCIAL IMPACT

- In the event of an emergency, there may be a financial impact on the organization, or other circumstances that lead to a major loss of revenue. University Settlement's Board and Management team will assess circumstances on a case-by-case basis and prepare to manage accordingly. University Settlement holds between 2-3 months of operating funds in reserve as a means of providing some security to the organization and our clients and to ensure continuation of programs and services.
- The Board of Directors discussed and approved this as a general operating principle and each year during our budget discussions in November we provide the board with an update on our reserve funds and how long it would last the organization. If there is any major change to the reserve fund, it requires prior board discussion and approval.
- In the event of a major loss of revenue, University Settlement would enlist the assistance of our Board Treasurer and President, along with our management team, to determine the impact on the organization and to manage the situation in terms of communications, financial planning, program and staffing changes. University Settlement would work alongside our funders and community partners to manage the impact of a major loss of revenue and to develop options to assist us.
- We have also developed and approved a decision making format which guides the organization in its decision making should a major loss of revenue occur. As with any situation, the specifics are

hard to identify but the systems and processes are in place at the organization so as to allow us to manage any major change, or loss of revenue, efficiently, and effectively.

## **THE HOT TEAM**

The Hot Team is responsible for handling the internal and external response to major emergencies, which may include serious threats to the health and safety of University Settlement’s employees and/or clients or the threat of or actual disruption to normal operations. The Hot Team works together from the time an emergency is declared to the time that normal operations resume. The Hot Team is composed of staff representatives with expertise in agency programs and other key areas that are essential to the operations of University Settlement.

### **The Hot Team will:**

- Assess the situation, identify resources needed to address the emergency and communicate with staff, clients, volunteers and external partners, funders, vendors etc. as necessary.
- Make recommendations regarding safety, staffing, operations and other issues.
- Monitor progress and continue assessment throughout the emergency period.
- Make recommendations as to whether University Settlement will play a role in the response efforts following a major disaster and/or emergency event.
- Advise when the end of the emergency should be declared.
- Conduct a post-analysis of the emergency and makes recommendations for the next emergency response.

### **Activation of the Hot Team:**

- The Hot Team Leader will convene the rest of the team (or a subset of team members deemed necessary) in the staff room located on the mezzanine level of 23 Grange Road. If this space is not accessible, 334 Dundas will be the alternate site. If 334 Dundas is not accessible, an alternate site will be determined.
- If the Team Leader and all Team Leader back-ups are unavailable, any other member of the Hot Team can convene the team if necessary. Under the direction of the Team Leader, the team will meet regularly during the course of the event.
- The Hot Team Leader may convene the Hot Team when an event:
  - a. Disrupts normal operations of the agency or poses a serious threat to persons or property
  - b. Poses a serious threat to the health and safety of University Settlement employees and/or clients
  - c. Results in a declaration of a general state of emergency by public authorities that affect the agency

<b>ROLE</b>	<b>POSITION</b>	<b>BACK UP</b>
Team Leader	Executive Director	Director of Facilities and Recreation
HR/Finance	Director of Finance and Administration	Manager of Finance and Administration
Facilities	Director of Facilities and Recreation	Senior Maintenance
Union Representative	Chief Steward	Stewards
Communications	Manager of Special Projects	
Program Representative	Director of Daycare Director of Settlement and Social Services	Daycare Teacher Manager of Settlement Services

## **Roles and Responsibilities of the Hot Team**

### **Team Leader**

1. Declares an emergency and activates the Hot Team
2. Coordinates roles of Hot Team
3. Oversees activities and strategies related to emergency
4. Coordinates contacts with outside agencies having jurisdiction to provide information, instruction and direction to University Settlement (e.g., Police, Fire Department) and acts as the technical liaison
5. Declares an emergency has ended

### **HR/Finance**

1. Provides Hot Team with updated financial information related to the emergency
2. Assesses alternate meeting locations for the Hot team with the Site Safety Managers
3. Approves expenditures for expenses related to the existing emergency
4. Develops plans for continuity of operations of payroll, accounts payable and other fiscal programmatic areas including the backup, protection and restoration of data
5. Develops plans for continuity of operations of HR systems including the backup, protection & restoration of data
6. Develops plans for continuity of operations of all agency IT systems, backup, protection and restoration of data
7. Facilitates bi-annual updates of Phone Tree and conducts annual phone tree drill

### **Facilities**

1. Develops ongoing training systems for implementation of Emergency Management and Business Continuity Plan
2. Trains Site Safety Managers
3. Oversees the health and safety of staff and clients as per provincial standards

### **Union Representative**

1. To maintain the rights of the Union members Health and Safety and workers' rights
2. To liaise with union members throughout the emergency

### **Communications**

1. Coordinates internal communications to staff including scripting and posting intranet messages, and activating phone tree
2. Coordinates to ensure consistency of external (media, partner agencies, etc.) and internal (staff) messaging
3. Coordinates and ensures consistency of external (media, partner agencies, etc.) communication

### **Program Representative**

1. Program representatives ensure that the Hot Team is looking to the interests of the clients and the ongoing viable program operations at all locations
2. Assist in the staffing redeployment ensuring continuity of programs where possible

## **SITE SAFETY MANAGER**

Site Safety Managers are designated by directors and supervisors at each University Settlement site and are trained by the Director of Facilities. The Site Safety Managers are responsible for the on-going safety of their site, including:

- a) Maintenance of site emergency kits
- b) Developing evacuation plans and assessing alternate meeting locations for the evacuation of their building in conjunction with the Director of Facilities

**In the event of an emergency the Site Safety Managers:**

- a) Assess the situation and determine need to evacuate buildings, ensuring the immediate safety of staff, clients and property
- b) Immediately contact the HOT Team Leader
- c) Serve as the point of contact to receive and disseminate information to all staff onsite
- d) Exercise independent judgment in the absence of instructions from any of the above
- e) Fill out incident reports and submit to Director of Facilities and Executive Director within 48 hours
- f) Immediately contact the on-call team of Executive Director and Director of Facilities and Recreation
- g) Serve as the point of contact to receive and disseminate information to all staff onsite and any emergency personnel that arrive
- h) Exercise independent judgment in the absence of instructions from any of the above
- i) Fill out incident reports and submit to Director of Facilities and Executive Director within 48 hours

**The Site Safety Manager role is held by:**

Site Safety Manager by location	Position	Back Up
23 Grange	Weekday: Director of Facilities & Recreation Evenings/Weekends: Senior Maintenance	Recreation Supervisor (Weekdays)
720 Spadina	Director of E&T	Manager of E&T or Settlement Services
334 Dundas Street W.	Child minding Coordinator	Child minding Teacher
6075 Yonge Street	Manager of Settlement Services	Settlement Worker

**COMMUNICATION**

**Re: calls to Management Team**

- a) In case of serious occurrence or serious incident the Director of the Department involved and the Executive Director are to be informed immediately. Messages should be left on contact phones if they are not reached immediately.
- b) If neither the Executive Director nor the Director of the Department involved are available on site, then a Director on site should be notified and assist in handling the issue at hand.

**Re: calls to Police**

- a) If we are calling the police due to circumstances that have arisen, Management on-site need to be made aware of the situation prior to the call. Management may decide that police presence is not needed.
- b) If no Management is available on site, a Management Team member must be notified at the earliest opportunity following the call to the police in order to consult and assess whether further action is necessary.
- c) This is NOT the case in first aid emergencies. In that case the call is made by whichever staff has taken the lead for the situation.

Communication is vital during an emergency. The following are several different ways that University Settlement’s management will communicate with staff to disseminate information regarding office closings, staff redeployment, and other important updates.

a) **Emergency Email to Staff**

Staff may access the University Settlement staff e-mail by logging onto: [www.universitysettlement.ca](http://www.universitysettlement.ca) and accessing the **staff email button** from any “internet-ready” computer in their office or at home. If the Hot Team has posted an emergency announcement, (posted by the Manager of Special Projects in conjunction with HR) the title of the email will be “Emergency Warning” and “Click here for more details”.

b) **Public Announcement**

Staff may listen and look for local official public announcements declaring an emergency on television and radio stations. If an announcement is made for all “non-essential personnel” to stay home, staff should make every attempt to contact their supervisor to confirm.

c) **Emergency Phone Tree**

Staff may receive a telephone call from a supervisor or colleague as a result of the activation of University Settlement’s Emergency Phone Tree. The phone tree provides a structure for each supervisor to call their staff to relay information and answer questions during an emergency. All Directors, Managers and Supervisors must maintain a current list (updated regularly by HR) of their staff contact information at all times. This list includes home and cell phone numbers and the HR department must keep copies of these lists. These lists are confidential AND should be accessible to Directors, Managers and Supervisors at their home.

**How the phone tree works**

- The phone tree is initiated by the Director of Administration and Finance who calls the Department Directors.
- Directors then call their managers and supervisors who call their staff according to the phone tree they have submitted.
- Managers and supervisors maintain a log of all calls made and report back to their Director.
- Director’s report back to Senior Director of Administration and Finance as to the status of contact.
- All staff that is responsible for contacting individuals on their phone tree begin their calls immediately after receiving the message.
- When calling a colleague on the phone tree, staff is to repeat the message to the person exactly as the prior caller told them.
- If the person you are contacting does not answer, try every number provided and leave a detailed message.



**WHEN THE FIRE ALARM SOUNDS**

- Act immediately to ensure your safety and the safety of the clients. The Fire Alarm System gives an early warning to allow you to safely exit the building during an emergency situation.
- **Never** ignore or assume the alarm is false or the result of a test.
- Everyone **must** evacuate the building by way of the safest and closest exit.
- Check the classrooms, offices as you leave – ensuring that everyone leaves.
- Check the daycare to see if your assistance is required to help escort children outside.
- **Never** use an elevator to exit during a fire alarm activation.
- Once outside the building, move away from the building and assemble in front of the building, by the park playground. You will then be directed to assist clients (especially daycare children; after school children) to the rectory at St George the Martyr. The key for

the rectory door will be with the front desk staff person. During the Out Of The Cold program, the key is with Out Of The Cold staff.

- Staff with children under their control must take attendance, ensuring that all children are evacuated.
- *Never* re-enter the building until you are told to do so by the fire department or the designated staff person in charge.

**For staff in charge DURING A Fire Alarm** (and that could be any Manager/Director on site):

- Once a month we do a full fire drill. This is completed as part of our Day Care Act. Prior to this drill being activated the Director of Facilities (or designates) will be advised of the drill and contact NESS Security to ensure the fire systems are turned off before the alarms sound.
- **When “This is not a drill”.** If the fire alarm sounds at any other time, NESS security will try to reach us to verify that there is a fire. If it is a false alarm (and we know this with 100% certainty) then we can advise NESS but the Fire Department will still arrive to reset the system.
- **When the Fire Department gets here:** There are two fire panels. One is located at the entrance to the building and the other in the basement, just left of the basement stairs.
- The first fire panel has a master key in it. That key will allow access to most areas of the building including sub-basement and second floor mechanical room. There is one key for the panel with front desk, but the fire dept. will just cut the lock if not available.
- The second fire panel is located just to the left of the basement stairs. A key for the panel is attached.
- **Note:** When a fire alarm sounds (*that is not a drill*) the alarm may not be turned off by staff – the fire department must arrive and reset the system.
- If the alarm is not a drill an incident report must be filled out.



**WHEN THERE IS A LIFE THRETHENING EMERGENCY** (i.e. heart attack, choking):

- Front desk staff will page all CPR/First Aid trained staff to the location of the incident.
- An **AED** is located near the front entrance of the building at 23 Grange Road. Combined with CPR, the use of an AED may increase the likelihood of survival from cardiac arrest by 75% or more.
- The following staff are trained in CPR/First Aid: Daycare, Maintenance, Recreation, Front Desk. Lifeguards
- All Directors/Managers on site must also attend to the location.
- The person who is charge of the situation (CPR/First Aid trained staff) will need assistance: from calling 911, to meeting the ambulance; to getting towels to keep the individual warm, to crowd control, to getting clothes out of a locker etc.
- An incident report must be filled out.

## **CLIENT SAFETY**

### **The safety of clients in general**

- Site Safety Managers should determine if the emergency is of such a nature that University Settlement clients would be safer if they remain at a University Settlement site. If this is the case, the Site Safety Manager should keep their site open and should permit clients to remain at the site.
- Site Safety Managers should permit clients to remain at the sites until the Site Safety Managers reasonably believe that it is safe for clients to leave or until all clients have left the site. Site Safety

Manager should not require clients to remain at the site during a crisis but should only offer to permit them to do so.

- Once the Site Safety Manager has determined that the emergency has passed, they should ensure that all clients have left the site and that the site is secured.
- University Settlement staff will be paid for hours worked or will receive comp hours if it is determined by supervisors that it was reasonably necessary to remain after normal hours to ensure the safety of the clients in their care.
- The Site Safety Managers should follow the same course of action for an evacuation with the clients as they would with University Settlement staff. They should remain in constant communication with the HOT Team leader, as well as their direct supervisor.
- If needed staff from other department's may be deployed to assist staff responsible for vulnerable clients (i.e. children, those with disabilities, seniors etc.)

#### **The safety of children in general**

- In an emergency, University Settlement staff with children in programs should obtain direction from their supervisor, if possible, or, if they cannot contact their supervisor, be prepared themselves to determine the severity of the emergency and the safest course of action under the circumstances. In general, University Settlement staff should stay with the children to take charge of them and should either escort them to the designated emergency site or should remain at the University Settlement site, as is appropriate.

#### **Children with Parents:**

When children are accompanied by their parents or guardians while at University Settlement facilities or while participating in University Settlement programs, the agency does not have any custodial role. The children should not be treated any differently than their parents who are with them at the site.

#### **Children not Accompanied by Parents:**

When children are unaccompanied by a parent, University Settlement staff must be prepared to retain custody of the children until staff determines it is safe to release them

### **STAFFING POLICIES**

**Note: No fewer than two University Settlement staff should ever be left alone at any site**

#### **Accessibility for employees:**

- Upon request of an employee with a disability, University Settlement will consult with the employee to provide, or arrange for accessible formats and communication supports for information that **may be** needed to perform his/her job, and information that is available to other employees. In order to determine the suitability of an accessible format or communications support, University Settlement will consult with the employee making the request. Accessible formats and communications supports regarding general workplace information will also be provided to employees with disabilities.

#### **When University Settlement is officially closed.**

- On occasion, an event may occur that requires the official closing of the organization. The official "start" time of the emergency will be set and communicated by the Hot Team Leader when the emergency is declared. The Hot Team on a day-to-day basis will decide continued emergency status after the first day. The Hot Team will communicate this information to the Management team members, who will inform staff accordingly. When necessary, the information will be communicated via regular email, the Phone Tree, and/or on the Intranet.

**When University Settlement is open, but the emergency affects transportation or site access on a widespread basis.**

- Unless instructed otherwise, all staff is expected to report to work when the organization is open. Since situations will vary, time and leave policies cannot be established until the details of the particular emergency are clear. The following provides basic guidance around certain contingencies. Please keep in mind that information given at the time of the particular emergency may impact or change these general guidelines.

**When University Settlement is open and employee can report to his/her regular workplace**

- If the particular circumstances allow, staff should attempt to make necessary accommodations to report to work on time and remain at work for their entire shift when there is a citywide emergency. When this is impossible because of transportation or other problems, employees must notify their supervisors as soon as is practicable to let them know that they will be late, and/or to request permission to leave early.
- Employees who have been asked by their supervisors to work overtime during an emergency in which University Settlement remains open will receive comp hours for those hours that exceed 35 hours per week. Per the employee manual, employees must receive prior supervisory approval to work in excess of 35 hours per week.
- With prior supervisory approval, employees who know that they will have difficulty reporting to work in the case of a citywide emergency may be able to arrange alternative work schedules, which could include alternative shifts (i.e. noon – 8 pm) and evening or weekend work, when transportation may be easier depending on the circumstance and the nature of the work. Prior supervisor permission is required.

**When University Settlement is open the employee cannot report to his/her regular workplace**

- Because coverage issues are likely to vary by site, employees unable to report to their regular workplaces may be redeployed to another site that is more accessible from their home even if they would not be performing their regular jobs. Staff should not report to an alternative site without prior approval.

**Telecommuting**

- With the supervisor's prior approval, employees not able to report to their regular workplaces during an emergency in which University Settlement remains open may be able to work from home. This option is appropriate only for those staff for whom direct client interaction is not a primary job responsibility. This option is not appropriate for those who must maintain facility operations (i.e. maintenance staff). If allowed, supervisors will work with telecommuting employees to formulate a work plan and schedule.

**Missed work**

- In the event that neither redeployment nor telecommuting is an option, staff may use vacation leave for work missed because of a citywide emergency during which University Settlement and/or their program remains open. Staff must notify their supervisors within 4 hours prior to report time or as soon as is practicable of their intent to miss work.

**Program Needs**

- Supervisors should try to accommodate employees' individual needs as much as possible. However, please be mindful that there may be situations in which a program's ability to make accommodations may not be possible.



**Compensatory Time**

- University Settlement staff will be paid for hours worked or will receive comp hours if it is determined by supervisors that it was reasonably necessary to remain after normal hours to ensure the safety of the clients in their care.

**Travel Reimbursements**

- As a general rule, staff who incur expenses for car service, vehicle fuel and mileage, parking or other alternative paid means of transportation when public transportation is not feasible or not in service must do so at their own expense.

**Other Reimbursements**

- Out-of-pocket expenses incurred by staff for the purchase of items essential to the continued operation of their program will be reimbursable on a case-by-case basis, as approved by the director/supervisor. Whenever possible, staff should attempt to get prior supervisory approval before making such purchases.