

# Emergency Management Plan 2023-2024

The logo of the University of Guelph, featuring the text "UNIVERSITY of GUELPH" in a serif font. "UNIVERSITY" is in all caps and "of GUELPH" is in a smaller font with "of" in lowercase and "GUELPH" in all caps. The text is white on a black background.

UNIVERSITY  
*of* GUELPH

IMPROVE LIFE.

Table of Contents

- INTRODUCTION .....3**
- PURPOSE.....3**
  - Prevention ..... 4
  - Mitigation ..... 4
  - Preparedness..... 4
  - Response ..... 4
  - Continuity & Recovery ..... 5
  - Effective Emergency Communications ..... 5
- OBJECTIVES .....5**
- AUTHORITY .....6**
- ASSUMPTIONS .....6**
- SITUATIONAL ASSESSMENT OF THE UNIVERSITY OF GUELPH .....6**
- EMERGENCY RESPONSE LEVELS .....7**
  - Level One Response ..... 7
  - Level Two Response ..... 7
  - Level Three Response..... 7
  - Declaring an Emergency..... 7
  - Campus Closure and Class Cancellation..... 7
- ACTIVATING THE EMERGENCY NOTIFICATION SYSTEM .....8**
  - Emergency Management Plan Implementation ..... 8
  - Notifying the Campus Control Group (CCG) ..... 8
  - Emergency Operations Control Center (EOC)..... 9
- COMMUNICATIONS DURING AN EMERGENCY.....9**
- REQUEST FOR ASSISTANCE .....9**
- INCIDENT MANAGEMENT SYSTEM (IMS).....10**
  - Organization ..... 10
  - IMS Principles ..... 10
  - IMS Functions ..... 10
  - IMS Incident Action Plan (IAP) ..... 10
- EMERGENCY CAMPUS CONTROL GROUP (CCG) .....11**
  - Campus Control Group Membership ..... 11
  - Campus Control Group Org Chart ..... 12
  - Campus Control Group (CCG) Responsibilities ..... 12
- HAZARD IDENTIFICATION AND RISK ASSESSMENT.....13**
- PLAN MAINTENANCE, REVIEW, AND TESTING .....13**

|                               |           |
|-------------------------------|-----------|
| Plan Maintenance .....        | 13        |
| Annual Review .....           | 13        |
| Plan Testing .....            | 14        |
| <b>GLOSSARY OF TERMS.....</b> | <b>15</b> |

## Introduction

It is the responsibility of the University of Guelph to ensure the safety and wellbeing of students, staff, faculty, and visitors are safeguarded while on campus. To ensure that this goal is met the University has the University of Guelphs Emergency Management Plan (EMP). Its primary purpose is to preserve the safety and wellbeing of the campus community (members), and to safeguard the University's assets, the environment, and its reputation during emergency situations.

Any emergency or disaster can present numerous unique challenges for emergency first responders and University officials that are tasked with managing the response. Among some of the challenges are coordinating the efforts of University of Guelph Departments with those of other responding external agencies such as the Guelph Police Service, Guelph Fire Department and Guelph Wellington Paramedic Services.

Examples of Emergencies may include but are not limited to:

- Extreme weather/natural disasters
- Critical infrastructure failure
- Building fire/explosion
- Hazardous material leak
- Infectious Disease outbreak/pandemic
- Essential services failure (flood, fuel, IT, labour disruption)
- Active intruder

It is important that each University department and designated University official be prepared to carry out assigned responsibilities in an emergency. The EMP has been prepared to provide the University's key officials and departments with important emergency response information related to the roles and responsibilities during an emergency, and the ability to organize arrangements, services, and equipment. This includes managing the flow of information, planning response and recovery activities and resource management that may last hours, days or weeks. Without appropriate intervention and support an emergency may escalate into a larger scale disaster, which may endanger life, property for members of the campus community or the City of Guelph.

## Purpose

The purpose of the EMP is to make provision for the extraordinary arrangements and measures that may have to be established to protect the health, safety, welfare and property of the students, staff, faculty, and visitors to the University of Guelph when faced with an emergency.

The EMP outlines a controlled and coordinated response to emergencies that occur on and off campus and is consistent with the legislated requirements of the Emergency Management and Civil Protection Act of Ontario.

The EMP has been developed by the Director of the Campus Safety Office (CSO) under the leadership of the Vice-President (Finance & Operations). The Plan has been developed to ensure effective action from the University of Guelph and its stakeholders during emergency situations by:

- Assigning stakeholder roles and responsibilities.

- Identifying priorities and emergency management goals.
- Detailing methods and procedures for managing and responding to emergencies.
- Providing a framework for stakeholders to mitigate risk through education, training, and annual exercises.
- Outlining the Province of Ontario's Incident Management System (IMS).

The University of Guelph's EMP will operate in support of any municipal/provincial/federal emergency plan when any one or all of those plans are simultaneously in effect.

The EMP has been developed in accordance with the following core objectives:

1. Prevention
2. Mitigation
3. Preparedness
4. Response
5. Continuity and Recovery
6. Effective Emergency Communications

### Prevention

Through education and awareness, the EMP is intended to educate and build awareness in relation to emergency situations that can occur on University of Guelph's campuses, and to provide information about prevention, potential risks, impacts, and procedures to be followed in specific situations.

### Mitigation

The University of Guelph has developed strategies to mitigate, limit, or control the consequence, extent, or severity of an incident. The EMP is intended to prevent the escalation of emergencies, to minimize their associated impacts, and to facilitate timely return to normal conditions by:

- Conducting risk assessments which include the identification of hazards and the analysis and evaluation of the risks, as well as the likelihood and severity of their occurrence.
- Assigning each department head the responsibility of ensuring that this assessment is done on an annual basis for their area of responsibility.
- Identifying and monitoring natural, human-caused (intentional/non-intentional), and technological hazards that can have an impact on University operations or areas of responsibility.

### Preparedness

The University of Guelph has developed strategies and external partnerships to prepare effective response, continuity, and recovery management planning. The EMP will assist in ensuring that University resources are mobilized as quickly as possible in response to an emergency by:

- Establishing mutual aid agreements in advance, where possible.
- Outlining procedures for coordinating resources.
- Outlining the specific roles and responsibilities to be assumed during an emergency.
- Conducting regular reviews, training, and exercises of the EMP, based on identified risks throughout a given year.

### Response

The University of Guelph has developed strategies to respond to incidents that threaten members of the campus community, property, the environment and/or continuity of operations. The EMP will assist in ensuring that University resources are coordinated in an effective manner

to respond to an emergency by assigning decision making responsibility to designated responders.

### Continuity & Recovery

The University of Guelph has developed strategies to continue its critical services, through the development, maintenance, and testing of Business Continuity Plans (BCP) for each Academic/Administrative area and all operational departments. With the support and guidance of the Campus Control Group Committee (CCGC) this process will be reviewed, and an updated process will be implemented, and until then it is the responsibility of each Department Dean or Head to consider the following:

- Taking all necessary precautions to protect people, critical research, animals, computer critical records, archives, valuable materials, and all equipment within their scope of responsibility.
- Maintaining an accurate and up to date emergency contact list for all personnel, which will be verified through the Director of the Campus Safety Office.
- Developing contingency plans for essential business functions.
- Providing critical information to the members of the Emergency Operations Control Team (EOCT) or Incident Commander as needed when an emergency occurs on campus.

### Effective Emergency Communications

The University of Guelph has developed strategies for Emergency Notification and alerting the campus community of an emergency or impending emergency through the U of G Alert system and managing communications during an emergency. The most effective way to accomplish this is through the University of Guelph website, social media, direct email, SMS to mobile phones and/or phone calls to mobile and or desktop phones.

All media enquiries will be handled by the AVP, Communications & Marketing or their assigned designate.

Each student, faculty, and staff member are provided access to the U of G Alert system through their [uoguelph.ca](http://uoguelph.ca) email account. It is the responsibility of each U of G member to manage their notification preferences.

### Objectives

In any emergency, the University of Guelph's overriding objectives will be to:

- Protect life, and safety of humans and animals.
- Safeguard research, critical records, valuable and irreplaceable materials.
- Secure our critical infrastructure and facilities.
- Maintain teaching and research activities.

General emergency management priorities are ranked in descending priority below. These priorities may be influenced by factors such as day, week, semester, and location:

- Our campus community members (staff, students, faculty, visitors and workers)
- Facilities and infrastructure that sustain the emergency response (i.e., emergency systems, utilities, communication services, computer installations, transportation systems)
- Buildings critical to health and safety - medical facilities, emergency shelters, food supplies, sites containing potential hazards

- Buildings used by dependent populations – residences, occupied classrooms, labs, and offices, the Ontario Veterinary College, McLaughlin Library, and special event venues
- Facilities containing research, animals, and other critical materials
- Unoccupied classroom and administrative buildings

## Authority

The Emergency Management and Civil Protection Act (EMPCA) R.S.O. 1990, c. E-9 is the legal authority for emergency response planning in Ontario. The Mayor of the City of Guelph may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the EMP of the municipality and to protect property and the health and safety and welfare of the inhabitants of the emergency area.

The City of Guelph has its own emergency response plan and a Community Emergency Management Coordinator (CEMC). A copy of the plan and contact information for the CEMC is maintained in the office of the Director of the Campus Safety Office, Emergency Management and Fire Safety and with the Duty Supervisor, Guelph Police Service. A copy of University of Guelph's EMP shall be provided to the City of Guelph EMC, Guelph Police Services, and Guelph Fire Department as changes are made.

This EMP is issued under the authority and signature of University of Guelph's President. It is, in all respects, a University of Guelph policy document.

## Assumptions

This EMP is based on the following assumptions:

- Some situations will occur with enough warning such that appropriate notifications can be issued to ensure some level of preparation (i.e., UofG Alert, mass emails, Mobile App notifications, Corporate Communications website updates etc.).
- Emergencies may threaten the health, safety or environment of the campus community and may potentially disrupt programs, services, and activities.
- Depending on the scale and duration of an emergency, University of Guelph may require the external support and expertise of personnel from other City of Guelph agencies such as Guelph Police Service, Guelph Fire Department, Guelph Wellington Paramedics, Guelph Public Health, and other external agencies depending on the situation.
- Routine departmental activities may be temporarily modified or suspended in order to provide personnel with the resources to manage emergent situations.
- Situation specific emergency response procedures developed in conjunction with various campus departments are integral to this plan.
- The University has resources including personnel, equipment, supplies, and skills to mitigate the loss of life and property damage in the event of an emergency or disaster.
- This plan is dynamic and is considered a living document and will be reviewed and updated on an annual basis or as needed.

## Situational Assessment of the University of Guelph

- Approximately 4,000 employees (faculty and staff)
- Approximately 30,000 students (full time and part time)
- Over 1,750 international students from 130 countries

- The Main Campus is approximately 1,017 acres
- 5,000 student accommodations on campus in 14 different living environments

## Emergency Response Levels

### Level One Response

Minor Incident (Level 1) is defined as:

Response to an incident that represents a danger to the University and warrants close attention however it can be resolved with existing resources within the given department or by a responding internal or external service. The appropriate department or external service units will respond to the incident immediately to assess and identify a person as the Scene Incident Commander (SIC), i.e., Campus Safety (Special Constables, Fire Prevention), Physical Resources, Occ. Health.

### Level Two Response

Moderate Emergency (Level 2) Partial CCG Activation is defined as:

Moderate Emergency exceeds a university-based response and may require support from external agencies. Select members of the CCG would be notified based on the situation and emergency and may respond to the identified EOC to ensure the safety of students, staff, faculty, and visitors to University of Guelph. Any communication to the media or stakeholders may be done with the approval of the VP of Finance and Operations by the Director of Integrated Communications or delegate.

### Level Three Response

Major Event (Level 3) is defined as:

Response required for an imminent or ongoing event that impacts/disrupts or has the potential to impact/disrupt a sizable portion of the campus and/or the surrounding community. The EOC will be activated and appropriately staffed as necessary to carry out assessments of the incident, to initiate response activities and ensure coordination with the City of Guelph (as necessary). Appropriate contacts and organizations will be notified and called upon, as required. All incidents where the EOC is activated are complex incidents.

### Declaring an Emergency

The President or designate is responsible for declaring an emergency on campus. This decision will normally be made in consultation with the Chair of the CCG. Only the President or designate may terminate a declared emergency.

The President may attend meetings, particularly when the situation is likely to have serious impact on the campus. In addition, the President will be consulted regularly on progress, and may be involved in major decision making through the Policy Team.

### Campus Closure and Class Cancellation

The Director of Campus Safety Office (CSO) or delegate has the authority to close all or part of a campus should there be an imminent risk to life, health, or safety and will consult with the VP of Finance and Operations.



The decision to cancel an/or reschedule classes and exams should there be a risk to life, liberty, health, and safety, may be made by the Vice Provost-VP Academics in consultation with the VP of Finance and Operations (EOC Chair) and the President.

## Activating the Emergency Notification System

Emergency Notification System Alerts (ENS) are issued when one or more of the following criteria are met:

- Critical information must be communicated related to an imminent and potential threat to life (including health and safety) or property, or a declared emergency.
- An urgent and immediate message is required to quickly notify users of non-life-threatening situations.
- There is a significant impact on university business.

Other factors that could influence the decision to send an alert include:

- Severity of the threat
- Protection of the campus community
- Timing – requirement for immediate knowledge.

## Emergency Management Plan Implementation

The Campus Control Group (CCG) is assembled and the EMP is implemented when it is apparent to Incident Command that an event or events will have a moderate to major impact on University of Guelph or when considerable outside assistance is required to deal with an emergency.

Generally, this will occur when there is:

- **Pre-Incident Planning:** involves evaluating the protection systems, building construction, contents, and operating procedures that can impact emergency operations.
- **Advanced Warning:** there is an opportunity for the Incident Command to assess the potential impact and do some initial planning of the University's response (i.e., severe weather disruption, health emergency, etc.)
- **Sudden Impact:** an unexpected situation that impacts the University immediately and Incident Command is required (i.e., campus fire, campus explosion, aircraft crash, active intruder/shooter, hazardous material spill etc.). It is always possible that a normal emergency will escalate beyond the university's response capabilities, triggering the Incident Commander to assemble the CCG.

The President or any member of the CCG can also request that the Group convene to consider a possible, pending, or actual emergency affecting the University. Notification of the CCP will be made by the CCP Dispatcher.

## Notifying the Campus Control Group (CCG)

Guelph Campus Control Group (CCG) will be notified through a designated call-out procedure which will be coordinated through the Campus Safety Office- Communications center, by way of the RAVE notification system.

When requested by any of the individuals authorized to activate the EOC, the Director of Campus Safety (CSO) or designate will ensure that contact is made to the CCG members and

advise of the EOC activation, level of activation and required action of the staff member (i.e., report to the EOC).

EOC staff will be advised of the following:

- That there is an emergency on campus
- The location of the emergency
- A brief description of the situation
- Whether the emergency will be managed in person or virtually
  - Where and when the CCG should report to the EOC
  - Conference call number and time of conference call if Virtual EOC is activated
- Inquiry as to the ETA of arrival at the EOC if in person activation is required.

### Emergency Operations Control Center (EOC)

The EOC is activated when in the opinion of the CCG Chair, an emergency has or will have a major impact on the University or requires additional response beyond those immediately available. University of Guelph has identified two EOC locations, a primary and a secondary (see *Appendix "B-1"*) location from which the CCG can support activities and needs, share information, provide advice and input for major decisions, and implement the desired course of action in a coordinated and effective way.

It is important for members of the CCG group to recognize that their primary responsibility is to support the scene personnel and to ensure the safety of students, staff, faculty, and visitors to University of Guelph campus.

Members of the CCG group shall not attend the emergency scene as attendance may disrupt the Site Incident Command structure, which could pose significant risk to the scene. As the Presidents representative, the CCG Chair may arrange with Site Incident Command to attend the emergency scene location when appropriate and safe to do so. The Chair of the CCG will work with the Site Incident Command to arrange for site visits for others if it is deemed necessary.

### Communications During an Emergency

The AVP of Communications and Marketing (C&M) or delegate is the official spokesperson during an emergency. During and immediately following an emergency, the University will make every effort to update internal and external community stakeholders on the status of the University, the impact of the emergency on the campus community, including the safety of the members on campus.

Various types of media platforms will be utilized as determined by the AVP of C&M, in conjunction with the CCG.

### Request for Assistance

Assistance may be requested through the CCP Dispatch for emergency services from the City of Guelph. It is the responsibility of the Director of the CCP or designate to notify the Guelph Police Service (GPS) Station Duty Supervisor of any emergency on campus. From the information received, it will be the responsibility of the GPS supervisor to ensure that a member of the City of Guelphs Emergency Operations Control Group (EOCG) or alternate is notified.

If requested by the EOCG member or alternate, the Station Duty Supervisor from the GPS will activate the emergency notification procedure of the City of Guelph Emergency Response Plan.

# Incident Management System (IMS)

## Organization

It is recognized that the efficiency and effectiveness of the EOC operations is greatly improved through the utilization of a formal organizing structure. In keeping with best practices and in line with the Provincial Incident Management System (IMS) University of Guelph will strive to use this system as a guide. The IMS offers numerous benefits that include but are not limited to the following principles and functions:

## IMS Principles

The following standard operating principles guide how the IMS organization functions:

- Five primary management functions
- Establishing and transferring control
- Single or unified command
- Management by objectives
- Manageable span of control
- Modular organization
- Unity and chain of command
- Common terminology
- Consolidated Incident Action Plans (IAP)
- Personnel (accountability)
- Integrated Communications
- Comprehensive resource management.

## IMS Functions

There are five major functions that form the foundation of the IMS structure:

1. Command
2. Operations
3. Planning
4. Logistics and Finance and Administration
5. Policy is an external decision-making group comprised of the University of Guelph's Executive Team.

These functions apply whether managing a routine event or emergency, organizing for a major non-emergency event, or managing a response to a major on campus disaster.

Each of these functions may be managed by a dedicated Response Team or when the Emergency Operations Control Group (EOC) is activated. The chair is responsible for managing the response in conjunction with the Executive CCG group.

## IMS Incident Action Plan (IAP)

The Incident Action Plan (IAP) describes the actions the EOC will take to support the response operations during a specific operational period. The purpose is to serve as a guide for the CCG and others supporting the response operations. The plan will identify the following:

- The current conditions
- Activities required to support the response efforts
- Resources required to perform activities
- Area that is responsible for ensuring completion of the activity.

The IAP identifies the objectives and tasks and how the EOC will support operations.

It is important to note the IAP is a living document and is developed on the best available information at the time of the planning meetings.

## Emergency Campus Control Group (CCG)

The CCG is a group of senior Executives responsible for the coordinating provision of the essential services necessary to minimize the effects of an emergency on campus. During an activation of the EOC the CCG structure is such that it may not resemble the day-to-day operations of the University.

At times there may be situations where staff may report to another member where there is no established relationship based on the needs of the EOC. The CCG may be changed at any time based on the needs of the University and with input from the Leadership Team.

## Campus Control Group Membership

The Campus Control Group Members consist of :

1. Chair - VP Finance and Operations
2. Scribe for the Chair or Alternate
3. Public Information Officer - AVP Communications & Marketing or Alternate
4. Government Relations (As Required)
5. Director of Campus Safety Emergency Management and Fire Safety or Alternate
6. AVP of Physical Resources or alternate
7. AVP of Academic or Alternate
8. V-Provost of Student Affairs or Alternate
9. AVP Human Resources or Alternate
10. Executive Director of Hospitality or Alternate
11. Chief Operations Officer Security or Alternate
12. AVP Staff Relations or Alternate
13. AVP Finance or Alternate
14. Director of Student Wellness or Alternate (as required)
15. Director of Athletics or Alternate (as required)
16. AVP Research or Alternate (as required)
17. Director of Housing or Alternate (as required)

## Campus Control Group Org Chart

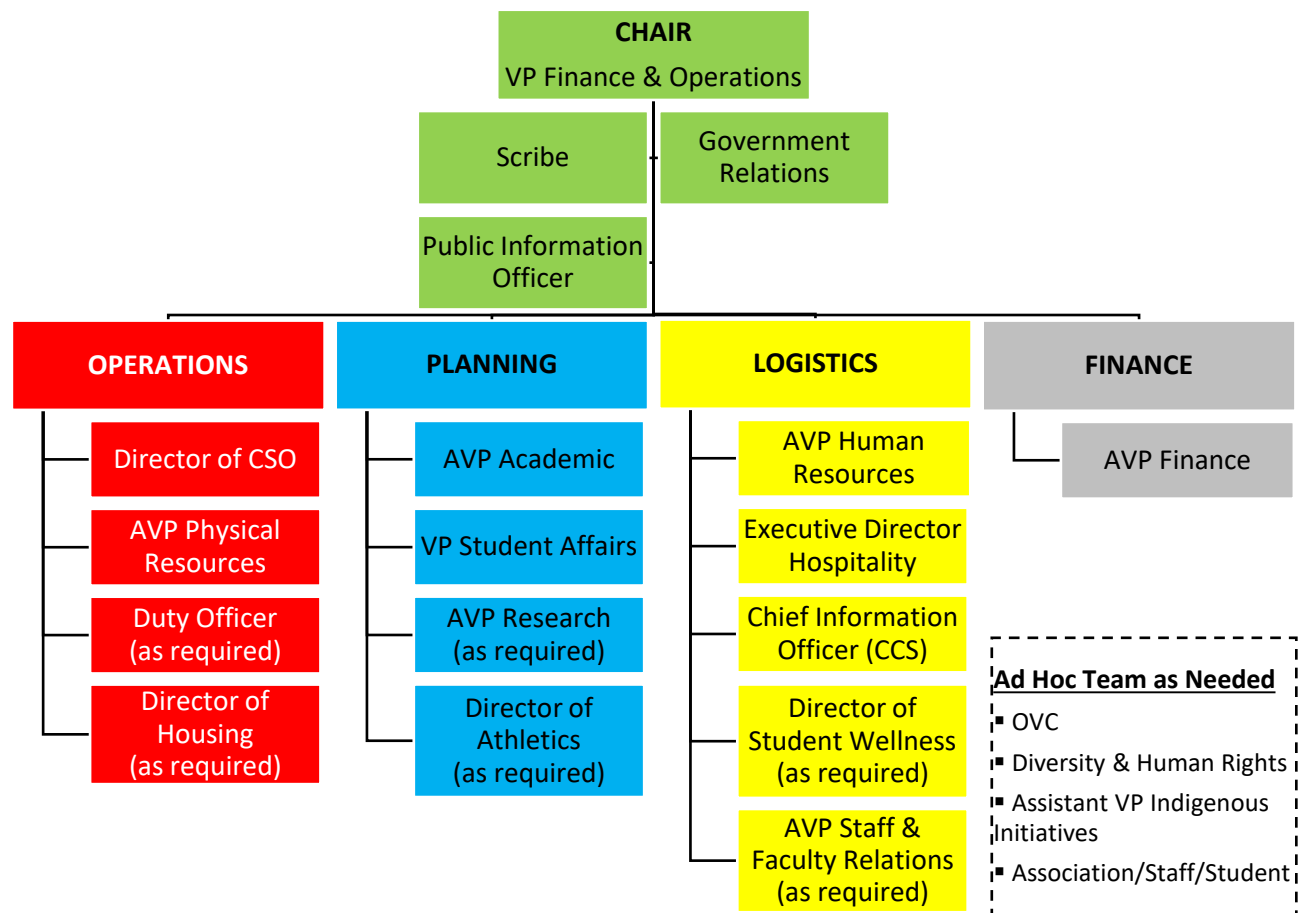


Figure 1: Campus Control Group Org Chart

### Campus Control Group (CCG) Responsibilities

- Ensure the EMP is current and updated as required on an annual basis
- Confirm that an emergency exists within the University jurisdiction and declare that the CCG is assuming responsibility for a coordinated response
- Ensure that the actions taken to mitigate the emergency are not contrary to law
- Ensure University resources are made available as required
- Discontinue any on campus service as deemed necessary
- Authorize and coordinate the evacuation of part or all of the University,
- Notify, request assistance from and/or liaison with various levels of government and any University or public agencies as required
- Confirm that any emergency within the University jurisdiction is over and note that the CCG is relinquishing their responsibility
- Notify and liaise with the City of Guelph during an emergency
- Assist the City of Guelph, if requested, during any community emergency
- The Scribe will maintain accurate records of all actions taken and decisions made during an emergency by the CCG
- Participate in a debrief following the emergency and identify any gaps
- Provide the President of the University with a Post Emergency Report

- Attend and participate in training annually as identified by the Director of the Campus Safety Office
- Maintain logs of any actions taken or declined during the EOC operational periods
- Maintain an incident log of information known about the incident, and position papers with recommended course of action and options considered
- Ensure that at a minimum each member of the CCG has IMS100 training.

## Hazard Identification and Risk Assessment

A Hazard Identification and Risk Assessment (HIRA) is a tool to identify the following:

- What hazards exist in a given area on university property
- How frequently do they occur
- How severe can their impact be on the community, infrastructure, property and environment
- What hazards pose the greatest threat to the campus community?

The HIRA will assist the CCG in answering key questions in relation to an on-campus emergency. It is a systematic risk assessment tool that can be used to assess the risks of various hazards.

The HIRA is a useful tool and compliments the EMP in the following ways:

- It assists emergency management professionals prepare for the worst and/or most likely risks
- Allows for the creation of exercises, training programs, and plans based on the most likely scenarios.

The University will identify potential hazards, determine the likelihood of it occurring on campus and the potential impact to the campus community, property and the environment. The HIRA form in “Appendix B-2” will be utilized for this function. The chart maps out the results and shows which hazards should be addressed through planning or attempting to remove the hazard completely.

The HIRA currently is developed by each Dean or Department Head for their area of responsibility. This practice will be maintained until the introduction of a new software program that will be implemented in the 2019-2020 calendar year. A sub-committee will be formed from the EMSC that will be responsible for implementing and maintaining the HIRA software.

## Plan Maintenance, Review, and Testing

### Plan Maintenance

The Director, CSO is responsible for maintaining and distributing the EMP.

### Annual Review

The annual review of the EMP will be coordinated by the Director, CSO, and conducted prior to the end of June each year.

The President or designate will be responsible for reviewing and signing the EMP. Proposed changes will be submitted in writing at least (30) days before a meeting of the CCG. The CCG will review the proposals, revisions which are approved by the CCG and the changes will be effective immediately and incorporated into a formal amendment to the EMP. Amendments will be published and distributed to all plan holders within (60) days of approval. *See Appendix A for revision template.*

## Plan Testing

The EMP will be tested on an annual basis. The testing of the Plan can be accomplished through various training with the CCG by one or more of the following methods:

- Discussion based training
- Table top exercises
- Simulated training scenarios
- Larger scale campus exercises
- Larger scale exercises with external partnering with one or more of the following agencies (i.e., Guelph Police, Guelph Fire, Guelph Wellington Paramedics, City of Guelph).

## Glossary of Terms

**Campus Control Group (CCG):** A group of senior administrators responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on campus.

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Emergency:** The situation or threat of an impending situation, which abnormally affects the lives, health, safety, property, or reputation of the University community or which may be expected to adversely impact operations or normal activities of the university.

**Emergency Management Plan (EMP):** An approved document used by the University of Guelph to respond to on and off campus emergencies.

**Emergency Notification System (ENS):** University of Guelph's Emergency Notification System –U of G Alert – sends registered users' critical messages when an emergency happens on campus.

**Emergency Operations Center (EOC):**The EOC is a coordination point for activities that are taking place on campus or across the campus. The EOC is the location where members of the CCG gather to support Incident Command activities and needs, share information, provide advice and input for major decisions, and implement the desired course of action in a coordinated way.

**Hazard:** A risk that is a threat or, an event or physical condition that has the potential to cause injuries, fatalities, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

**Hazard Identification:** A structured process for identifying hazards that may exist on campus and defining their characteristics.

**Impact:** The negative effect of a hazardous incident on people, property, the environment, the economy and the ability of the economy or services.

**Immediate Action Plan (IAP):** The Incident Action Plan (IAP) provides a clear means to communicate the overall incident objectives in the context of both operational and support activities. The IAP addresses the mission and policy needs of each involved jurisdiction and may either be verbal/oral or written. Each IAP is related to one operational period, usually a period of 12 to 24 hours, and provides incident supervisory personnel with measurable performance outcomes to be achieved during this period.

**Incident Command (IC):** The person identified to be responsible for the frontline response to an incident or emergency on campus. This designation is normally done by the CCG.

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

**Response:** The action by emergency services or intervention during or immediately after an incident in order to protect people, property, the environment and or services. This could include the provision of resources such as personnel, services and/or equipment.



**Support and Advisory Team (S&A):** The University Support and Advisory Team is composed of senior administrative personnel. The purpose of the S&A Team is to provide specific advice and assistance to the CCG and to implement decisions made by the CCG. The S&A Team and other technical support personnel will join the CCG on an “*as required*” basis.