

York University
Emergency Preparedness
Program Framework

York University

EMERGENCY PREPAREDNESS PROGRAM FRAMEWORK

1.0 BACKGROUND

Disasters or emergencies can occur suddenly and often without warning, impacting the provision of both staff and support services for the University. York University and the GTA in general are vulnerable to numerous hazards, such as power black out, contagious disease outbreak, chemical spill, explosions, and severe weather such as hurricanes, tornadoes and snow storms. Universities also face additional risks including fires, bombings, loss of valuable research or business continuity, and conflicts that may arise within a culture of diversity.

Advanced planning, training and mitigation efforts have proven to be effective in protecting the lives, assets, valuable research processes, and the environment. As such, this document establishes the Emergency Preparedness Program (EPP) for York University and assigns responsibilities for the development, implementation and maintenance of the EPP. The EPP addresses how the University will prepare for, respond to, mitigate the impact of, and recover from disasters.

While this document outlines the structure and functional roles associated with emergency planning and management, it needs to be emphasized at the outset that ***every member of the organization shares responsibility for emergency preparedness.***

2.0 HAZARD AND RISK ASSESSMENT (HIRA)

As there are potentially numerous human-caused and natural hazards that can affect the York University community, in accordance with the provincial guidelines for municipalities, the University has adopted a Hazard Identification and Risk Assessment (HIRA) process to determine hazards to which the campus(es) are most susceptible and vulnerable. Using a template developed by Federal Emergency Management Association (FEMA), the University shall identify potential hazards that pose a risk and the likely impact these events might have on the community.

3.0 EMERGENCY PREPAREDNESS PROGRAM PURPOSE AND SCOPE

The Emergency Preparedness Program (EPP) provides a framework within which internal and external agencies can act to protect the health and safety of the community against the three major categories of hazards that may pose a threat, namely:

- Natural events
- Human-caused events and accidental hazards
- Technical and infrastructure disruption

The Emergency Preparedness program shall be developed, implemented and managed in accordance with the standards established by Emergency Management Ontario and the National Fire Prevention Association 1600 Standard on Disaster/Emergency Management and Business Continuity Programs.

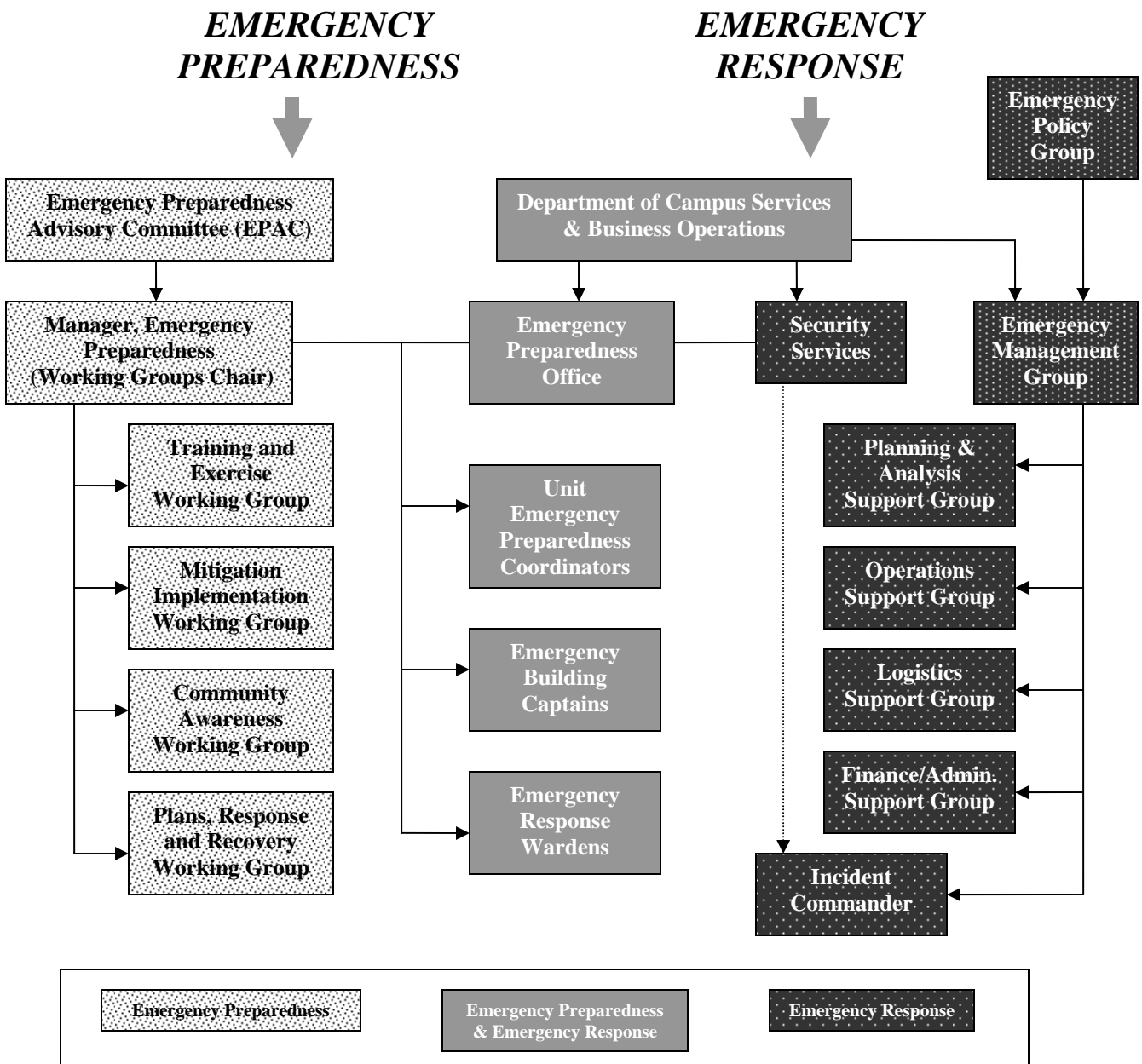
The Emergency Prepared Program shall be guided by principles of protective action decision-making. This requires priority to be given to life-safety issues first. In applying this to a University environment, the priority for planning, mitigation, response and recovery shall be as follows:

1. Buildings used by dependent populations (including student residences, occupied classrooms and offices, childcare centres, occupied auditoriums, arenas, and special event venues).
2. Buildings critical to health and safety (including medical facilities, emergency shelters, food supplies, sites containing potential hazards).

3. Facilities that sustain the emergency response (including computing and telecommunications centre, central utilities building, emergency operations centre).
4. Research buildings with live animals and active research projects.
5. Other facilities and buildings not occupied by dependent populations.

The Emergency Preparedness program shall be guided by the York University Master Emergency Plan (see 6.0). Additionally, each individual academic and administrative unit has the responsibility to develop its own Unit-specific Emergency Preparedness Plan and Procedures to activate emergency protocols at the local level, to develop risk mitigation practices (as applicable), to maintain continuity of business and to be able to recover from an emergency or other disruption as quickly as possible. This includes the designation and assignment of both a unit Emergency Preparedness Coordinator (EPC) and building Emergency Response Wardens (EWR). Individual unit response plans are integrated within the York University Master Emergency Plan and require review and updating annually.

4.0 EMERGENCY PREPAREDNESS STRUCTURE



There shall be established within the University, a formal emergency preparedness structure, consisting of the following components:

a) Emergency Preparedness Office

The Office will work with an Emergency Preparedness Advisory Committee and shall be staffed by a Manager of Emergency Preparedness. The Manager, reporting to the Vice-President Finance and Administration through the Assistant Vice-President Campus Services and Business Operations, shall be responsible and accountable for the development, implementation and maintenance of the Emergency Preparedness Program that ensures effective University preparedness, mitigation, response and recovery to any emergency or potential emergency facing the University. The terms of reference for the Emergency Preparedness Office appear as Appendix 2.

b) Emergency Preparedness Advisory Committee (EPAC)

An Emergency Preparedness Advisory Committee (EPAC) shall be established to provide the University with a higher level coordinating body that will facilitate inter-departmental and Faculty cooperation regarding policy for emergency management and its four components: mitigation, preparedness, response and recovery. The EPAC will ensure the development of an Emergency Preparedness Program that is sustainable and integrated within the organizational structure of York University. The terms of reference for EPAC appear as Appendix 3.

c) Emergency Preparedness Working Groups

In an effort to provide a coordinated approach to emergency preparedness and to make recommendations or address the various emergency management elements, the Emergency Preparedness Advisory Committee (EPAC) shall establish Working Groups on (1) Mitigation Implementation; (2) Plans, Response & Recovery; (3) Community Awareness; and (4) Training & Exercise, each to be chaired by the Manager of Emergency Preparedness. The responsibilities of these groups are described in Appendix 4.

d) Incident Management System (IMS)

In accordance with both Emergency Management Ontario and NFPA 1600 Standards, York University invokes the Incident Management System (IMS) for the management of emergency response. The IMS encompasses a combination of facilities, equipment, personnel, procedures and communications within a commonly accepted organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident. Appendix 6 outlines additional characteristics of the IMS and Appendix 7 details the Organizational Structure of York University's Incident Management System. The IMS structure includes:

i) Emergency Policy Group (also known as Core Crisis Team)

In an emergency, the Vice-President, Finance and Administration may convene the Core Crisis Team, also known as the Emergency Policy Group (EPG). The EPG provides guidance and support to the Emergency Management Group by setting strategic priorities and direction for response and recovery. EPG membership, responsibilities and procedures are described in Appendix 7.

ii) Emergency Management Group

The Emergency Management Group (EMG) is responsible for managing the response and recovery during and following an emergency. The EMG is housed in a designated Emergency Operations Centre (EOC) and may be activated by the Manager Emergency Preparedness, the Director Security Services (the Incident Commander) or the Assistant

Vice-President Campus Services & Business Operations (the Emergency Manager), depending on the nature of the emergency. The primary functions of the EMG are also described in Appendix 7.

Emergency Operations Centre

The main purpose of the EOC is to serve as a single focal point and command centre for the purpose of management of emergency information, decision-making, and resource support and allocation in an emergency and recovery process. There shall be a primary location for the EOC which shall be supplemented by a designated back-up location to be employed only when the primary EOC location is inaccessible. The EOC Manager, reporting to the Emergency Policy Group, shall determine the hours of operation of the EOC and how it will be staffed.

iii) IMS Functional Support Groups

York University's functional groups responsible for responding to an emergency situation are organized in accordance with the IMS structure:

- Management;
- Planning and Analysis;
- Operations;
- Logistics; and
- Finance / Administration.

As opposed to singular roles and responsibilities, response staff shall be assigned to a designated functional support unit for the purpose of allowing the organization to align itself with external response agencies and support groups. The membership and a more detailed outline of the functional roles of York University's IMS Functional Support Groups can be found in Appendix 7.

iv) Incident Commander

While the Emergency Preparedness Office is responsible for coordinating overall emergency planning, Security Services has the primary front-line response role. The functional role of the Incident Commander (Field Operations Command) is outlined in Appendix 7.

e) Unit Emergency Preparedness Coordinators (EPCs), Emergency Building Captains, and Emergency Response Wardens (ERWs)

The Ontario Fire Code requires that a fire safety/emergency plan must exist for buildings such as those found on campus. It also prescribes that a group of individuals from the building must be available to carry out emergency related duties when an emergency situation occurs. As such, administrative leaders and supervisors have a responsibility to ensure appropriate protocols exist. The Emergency Preparedness Office shall coordinate a program that identifies and assigns Emergency Preparedness Coordinators (EPCs) and Emergency Response Wardens within each Faculty, department and operating unit. Additionally, one or more "Building Captains" to coordinate with Emergency Response Wardens may be designated by the Emergency Preparedness Office.

Unit EPCs, typically senior managers (e.g. Executive Officers, Administrative Officers, Facilities Managers) shall be the point of contact for their respective Faculty, department or operating unit in all matters concerning emergency preparedness. Responsibilities of EPCs are set out in Appendix 5.

The ERWs shall be responsible for carrying out protective actions, including safe evacuation of building occupants, lockdown, sheltering, etc.

5.0 YORK UNIVERSITY MASTER EMERGENCY PLAN (YUMEP)

The Emergency Preparedness Program shall include the development and implementation of a **York University Master Emergency Plan (YUMEP)** designed to maximize human safety and survival, preserve property, minimize danger, restore normal operations of the University, and assure responsive communications with University constituents. The YUMEP governs the procedures and provision of necessary services during an emergency, and the manner in which employees of the University will respond. Wherever possible, the YUMEP shall conform to the City of Toronto and neighboring municipality emergency plans.

Specific support plans shall be added to the YUMEP, as deemed to be required. These plans shall be coordinated by the Emergency Preparedness Office with all appropriate stakeholders and shall be issued under the authority of the Vice-President, Finance and Administration. These plans shall be updated as determined by the Manager, Emergency Preparedness in consultation with the Emergency Preparedness Advisory Committee (EPAC).

The YUMEP and associated Standard Operating Procedures (SOPs) will address the following emergency management elements:

- Emergency Notification and Activation
- Direction and control
- Communications (internal and external)
- Protective Actions (e.g., housing and feeding, persons with disabilities, property protection, etc.)
- Damage Assessment and Recovery

5.1 YUMEP REVIEW AND MAINTENANCE RESPONSIBILITIES

The York University Master Emergency Plan shall be reviewed at least every 36 months. Minor changes to the YUMEP and its associated SOPs may be made by the Emergency Preparedness Office without approval of the Emergency Preparedness Advisory Committee (EPAC) for such reasons as:

- New titles for positions;
- Name changes for departments referenced in the Plan;
- Organizational changes within the University;
- Changes to phone numbers or addresses; or
- Revisions to the content of the appendices.

The Emergency Preparedness Office shall bring to the attention of the EPAC any required substantive change to the YUMEP – for instance, after a relevant change in legislation or change in industry practice or standard, or as a result of lessons learned following an emergency or drill.

6.0 EMERGENCY TRAINING AND EDUCATION

Essential components of York University's Emergency Preparedness Program include training, exercises and drills designed and enacted to provide a learning opportunity and a mechanism to validate plans, procedures and processes with a view to continuous improvement. The Emergency Preparedness Office and the Emergency Preparedness Advisory Committee shall determine the time lines, frequency and scheduling of these activities, in accordance with standards established by Emergency Management Ontario.

7.0 PROGRAM REVIEW AND APPROVAL

The overall Emergency Preparedness Program for York University shall be reviewed annually by EPAC for the purpose of recommending to the Vice-President Finance and Administration program revision, allocation of resources, changes in emergency preparedness policy, substantive revisions to emergency management structures and any other related policy change.

APPENDIX 1

Glossary of Emergency Terms and Definitions

Business Continuity

This is a comprehensive planning process that ensures the continuation of business in the event that the University must deal with a challenge (including emergencies that interrupt normal operations and services). Business Continuity management is a comprehensive process that includes disaster recovery, business recovery, business resumption, and contingency planning.

Critical Infrastructure

Critical infrastructure describes physical assets or systems that are “critical” when their loss either endangers human life or impacts an organization’s ability to maintain service. At York University, these would include:

- a) **Facilities: Utilities and Plant Services:** energy and utilities, including distribution of electrical power, natural gas, steam, chilled water and potable water; snow clearing, grounds services, vehicles and heavy equipment. Department Responsible: Facilities Services
- b) **Network Services and Information Technology:** telecommunication, software, database, hardware and network systems including internet. Department Responsible: Computing and Network Services and Information Technology Services (Finance).
- c) **Security:** single point of contact dispatch, crowd control, Incident Commander, traffic control, security and safety, disabilities assistance, evacuation, emergency first aid, CPR and defibrillation. Department Responsible: Security Services (Campus Services & Business Operations).
- d) **Other critical infrastructure areas,** depending on the nature and extent of the emergency, may include: Occupational Health and Safety; Transportation Services; Health Care facilities (including Medical Centre, School of Nursing teaching laboratories, School of Kinesiology & Health Science athletic therapy and sport injury facilities, etc.); Hospitality Services; Student Community and Leadership Development; Insurance and Risk Management Office; Marketing and Communications Division.

Emergency

An emergency is defined as an urgent and/or critical situation, temporary in nature, which threatens and/or harms the health, safety or welfare of people, the environment, property, normal business operations and/or infrastructure at the University.

Emergency Response Levels (ERLs)

There are six distinct Emergency Response Levels (ERLs), which shall be defined within the York University Master Emergency Plan, based upon an escalating scale as follows:

Level 1: “Incident” – A minor, unplanned event not likely to impact or threaten life, health or property; is localized and does not disrupt normal University operation outside the immediate area concerned. Unit-specific Emergency Response Plans may be activated if building evacuation is deemed necessary. Examples include incidents such as minor personal injury, or a small and contained chemical spill without the potential for exposure to toxic materials.

Level 2: “Unit Advisory” (Staff Monitoring mode) – A minor, localized emergency; an unplanned event or incident that may have the potential to adversely impact or threaten life, health or property on campus, but is limited to a localized section of a building or a specific building, not several buildings or the entire campus. The event can be managed by Police, Fire or Ambulance but could involve response by the Unit Emergency Response Team and support staff. As such, the situation warrants monitoring by the Unit ERT who will be notified by the Security Control Centre to “stand by”, or to assess the situation from

home or office. Examples include incidents such as a hazardous spill with potential for exposure to toxic materials, or a water leak resulting in minor flooding.

Level 3: “Significant Event” (Partial Unit-level ERT staff activation mode) – A localized emergency, which has significant impacts on life, health or Unit property/facilities. Police, Fire or Ambulance respond to the event but some Unit staff members are required to coordinate some activities and provide direction for actions taken by the University. The Unit Emergency Response Team and support staff are notified by the Security Control Centre that “Partial Activation” is required, meaning some members will be required to attend the emergency site and that the Emergency Building Captains and Emergency Response Wardens will be notified and potentially activated. The impact of the event is still localized to a section of a building or a specific building, not several buildings or the entire campus, but the duration is likely to be hours in length and the recovery from the incident is not immediate.

Level 4: “Unit-level Emergency” (Partial University-level staff activation) – A situation that creates significant impacts on life, health or Unit property/facilities. Police, Fire or Ambulance respond to the event and Unit staff members are required to coordinate University activities and provide direction for actions taken. There is “Full Activation” of the Unit-level Emergency Response Team staff (Emergency Preparedness Coordinator, Building Emergency Captains and Emergency Response Wardens) at the emergency site, in addition to the response from municipal agencies (i.e. Police, Fire, EMS) and/or University departments (i.e. Security, DOHS, Facilities Services). In addition, there is Partial Activation of the University-level Emergency Management Group who will not activate the University-level Emergency Operations Centre, but will provide direction and coordination from their offices. Examples might include a large-scale fire in a single building with damage to the facility resulting in evacuation, or extensive long-term power outage with loss of all services in inclement weather, or an explosion in a facility resulting in structural damage and minor injuries.

Level 5: “University-level Emergency” – A major emergency, which threatens and/or harms the health, safety or welfare of: people, the environment, property, or the infrastructure of the University. The event can affect several departments; buildings or functions of the University and therefore may affect mission-critical functions such as teaching, research, campus-life, or administrative activities. The University’s Emergency Response Plan is activated and both the Emergency Policy Group (aka Core Crisis Team) and Emergency Management Group are activated and may operate from the University Emergency Operations Centre. The Emergency Policy Group may declare a State of Emergency and may suspend normal operations or fully close the University (i.e. depending on assessment of the extent and duration of impacts). Recovery is not immediate, taking several days to return to normal operations.

Level 6: “Catastrophic Event” – A major emergency that is not short lived; impacts not only core business functions but also the entire campus and likely the surrounding community; may threaten loss of life and/or significant property damage; and recovery to normal operations takes several days or longer. The nature, extent and duration of the emergency warrants the closure of the University; provincial or municipal government may declare a state of emergency; and External Emergency Response Agencies are mobilized to assist the University in responding to and recovering from the emergency.

Emergency Response Warden (also known as Fire Warden)

The Emergency Response Warden is a member of the York University Emergency Response Team, appointed by the manager responsible for the health and safety of a work area (i.e. within a Faculty, department or operating unit). In an emergency, the Emergency Response Warden is responsible for evacuating employees and others from a floor, work area or building and for checking and reporting to Security Services or the Emergency Response Team whether everyone within his/her area of responsibility has evacuated, or if anyone remains in the building or is unaccounted for. Ensures Security Services is notified of an emergency situation. Instructs occupants of the work area of building evacuation procedures and evacuation assembly location(s). Participates in regularly scheduled building fire evacuation drills.

Emergency Management Group

Under the direction of the Emergency Manager who shall be the Assistant Vice-President Campus Services & Business Operations, this team is convened to coordinate all aspects of an emergency and consists of five functional groups: Management, Planning & Analysis, Operations, Logistics and Finance

& Administration. Depending on the type, nature and duration of the emergency, various internal and external resources will be assembled and mobilized to make up the Emergency Management Group. The EMG oversees and coordinates both response and recovery activities that take place at ground level during emergencies; provides operational advice to the Emergency Policy Group; and implements strategic decisions given by the Emergency Policy Group.

Emergency Policy Group

Consists of the President, Vice-President Finance and Administration, the Chief Marketing & Communications Officer and University Legal Counsel; has the authority to declare a state of emergency for the University and to activate the Emergency Management System (and the Emergency “Chain of Command”). This Group provides policy decisions and strategic direction to the Emergency Management Group during emergencies.

Emergency Operations Centre (EOC)

*The EOC is a designated facility during an emergency, equipped to be set up for the oversight and coordination of emergency response and recovery activities. The **Emergency Manager**, who is the Assistant Vice-President Campus Services & Business Operations, activates the EOC.*

EMO

Emergency Management Ontario

External Emergency Response Agency

This is an agency that is a division of municipal, provincial or federal government with a specific protection or response function, or non-governmental private or not-for profit organization that offers a particular kind of assistance or service. In the event of an emergency on campus, assistance from an External Emergency Response Agency will be initiated by York University’s Security Services. External Agencies may include (but are not limited to) the following:

Toronto Police Service, Toronto Fire Services, Toronto Transit Commission, Emergency Medical Services, Community and Neighbourhood Services, Economic Development, Culture and Tourism (Parks & Recreation division), Salvation Army Red Cross, St. John Ambulance, Toronto Amateur Radio Emergency Service, Toronto Public Health, Durham Emergency Measures Office, Emergency Management Ontario, York Region Emergency Management and Toronto Office of Emergency Management

Hazard

*A hazard is a natural, technological or human-created event or action that has the potential to cause harm. The extent of the impact of the hazard is termed the **severity**, while the likelihood of an occurrence is defined as the **probability**.*

Incident Management System (also known as the Emergency Management System)

The set of procedures, policies and actions put in place by the University administration and External Emergency Response Agencies to effectively and safely deal with emergency incidents. These actions establish clear processes, terminology and roles for the management of the response to an incident and are collectively designed to protect life, laboratory animals, research activities and property during an emergency and are intended to restore the University to normal operations in a safe and timely manner.

Manager of Emergency Preparedness

*This position is the University designate responsible for developing and maintaining the University Emergency Preparedness Program. Responsibilities include developing, coordinating and delivering Emergency Preparedness training initiatives and overseeing the University Emergency Response Wardens program, Unit-Specific Emergency Response Plans and other related initiatives. During a University emergency, serves as the **Liaison Officer** of the Emergency Operations Centre, responsible for ongoing liaison with the External Emergency Response Agencies.*

Mitigation

Any sustained action taken to reduce or eliminate long-term risk to life and property from a hazard event.

Preparedness

Includes plans and preparations made to save lives and property and to facilitate response operations.

Public Information Officer

Normally the Director Media Relations, Marketing and Communications Division (or designate), appointed as the official York University spokesperson in the Emergency Operations Centre during an emergency situation. The Public Information Officer liaises with external media and is responsible for the development and release of all public messages related to the emergency. In every emergency, there can be only one Public Information Officer.

Response

Actions taken to provide emergency assistance, save lives, minimize property damage, and speed recovery.

Recovery

Actions taken to return to a normal or improved operating condition following a disaster.

Risk

The likelihood of a hazard occurring and the severity of its impact.

Risk Assessment

The process of combining estimations of risk consequence and likelihood into a measure of overall risk.

Safety Officer

Normally the Director of Occupational Health and Safety (or designate), is the core member of the Emergency Operations Centre responsible for the health and safety of the emergency response staff: assesses potential risks to staff, recommends protective strategies, and provides overall safety authorization for operational activities prior to implementation.

Unit Emergency Preparedness Coordinator

The senior manager such as an Executive Officer or Administrative Officer in a Faculty, department or operating unit who is responsible for the development, maintenance and administration of the unit's Emergency Preparedness Plan. Generally, works in concert with the University's Emergency Preparedness Office and the Emergency Management Group to ensure local areas are prepared for, have implemented mitigation strategies and have recovery plans to deal with a variety of emergencies.

Unit-Specific Emergency Preparedness Plan

An Emergency Preparedness Plan that each York University Faculty, department or operating unit is mandated by the University Emergency Preparedness Policy to develop and maintain. At a minimum, the Unit-Specific Emergency Response Plan includes local emergency communication trees, building evacuation plans, occupant inventories, designation of wardens, and recovery plans.

APPENDIX 2

EMERGENCY PREPAREDNESS OFFICE Terms of Reference

Working with an Emergency Preparedness Advisory Committee, the Emergency Preparedness Office shall be responsible for:

- a) The planning, management and continuous improvement of the Emergency Preparedness Program.
- b) Writing and updating University Master Emergency Plans and Procedures.
- c) Coordinating the Emergency Plans of individual units/departments.
- d) Developing and implementing an Emergency Response Warden Program.
- e) Development and implementation of emergency management training, exercises and drills.
- f) Development and implementation of Emergency Preparedness community awareness campaigns.
- g) During an emergency, providing guidance to the University Emergency Policy Group (EPG) and supporting the Emergency Management Group.

Appendix 3

EMERGENCY PREPAREDNESS ADVISORY COMMITTEE (EPAC) Terms of Reference

An Emergency Preparedness Advisory Committee (EPAC) shall be established to provide the University with a higher level coordinating body that will facilitate inter-departmental and Faculty cooperation regarding policy for emergency management and its four components: mitigation, preparedness, response and recovery. The EPAC will ensure the development of an Emergency Preparedness Program that is sustainable and integrated within the organizational structure of York University.

The Emergency Preparedness Advisory Committee (EPAC) is comprised of members of the University administration and selected department representatives on campus as follows:

- Assistant Vice-President, Campus Services and Business Operations (Chair)
- Chief Information Officer & Executive Director, Computing & Network Services
- Assistant Vice-President, Facilities Services
- Assistant Vice-President, Student Community Development
- Senior Executive Officer, Vice-President, Finance and Administration
- Senior Executive Officer, Office of the VP Academic
- Senior Executive Officer, Office of the VP Research and Innovation
- University Comptroller, Finance Department
- Director, Security Services
- Director, Media Relations, Marketing and Communications Division
- Director, Internal Audit
- Chair or Director, Atkinson Emergency Management Certification Program
- Manager, Emergency Preparedness

The primary responsibility of the University Emergency Preparedness Advisory Committee (EPAC) is to provide guidance for the Emergency Preparedness Program (EPP) by:

- a) identifying and evaluating potential risks (HIRA);
- b) prioritizing program activities and promoting buy-in from stakeholder Faculties, departments and operating units;
- c) coordinating the activities of the various stakeholders, and ensuring key resources are assigned specific tasks, deliverables and completion dates;
- d) identifying Critical Infrastructure and services that required to respond to and recover from an emergency situation; and
- e) formulating recommendations to the Vice-President Finance and Administration in order that necessary resources for planning, logistics, response and recovery are provided to support the Emergency Preparedness program.

More detailed terms of reference for EPAC shall be established by the Vice-President, Finance and Administration and reviewed annually, and shall specify frequency of meetings, reporting requirements, formulation of recommendations, and interface processes with the Working Groups and the Emergency Preparedness Office.

APPENDIX 4

Emergency Preparedness Advisory Committee Working Groups

Mitigation Implementation Working Group: tasked with identifying and presenting the following initiatives to the Emergency Preparedness Advisory Committee (EPAC):

- a) Ranking, in priority order, mitigation objectives for each risk profile
- b) Reviewing and prioritizing recommended mitigation strategies and action items
- c) Developing or assigning cost/benefit analysis and business cases
- d) Allocating and retaining resources (financial, physical and human) to assist in mitigation efforts
- e) Identifying persons responsible for implementation and assign action item implementation schedule(s) and completion dates
- f) Monitoring and developing continual improvement strategies, over long term

Plans, Response and Recovery Working Group: tasked with conducting Capability Assessments and development of emergency plans and procedures for:

- a) Monitoring and Assessment
- b) Notification and Activation
- c) Community Alerting (i.e. warning systems)
- d) Direction and Control (Operational Conventions & Standard Operating Procedures)
- e) Communications (Dissemination of Information)
- f) Life Safety/ Protective Actions (i.e. evacuation planning , shelter-in-place)
- g) Property Protection (i.e. response strategies and objectives)
- h) Business Continuity (facility power back-up, IT and Telecom recovery planning)
- i) Administration and Logistics (Insurance claims, incident cost accounting, EOC equipment installation and upgrades, emergency management software, mapping capability)
- j) Recovery and Restoration (including records preservation, Critical Incident Stress Debriefing)
- k) Mutual Aid Agreements

Also responsible for participation in Incident De-brief and After Action Reports as required

Community Awareness Working Group: tasked with developing strategies, plans and procedures for:

- a) Communications hierarchy (i.e. dissemination of information)
- b) Emergency Information Responsibilities
- c) Media Coverage and Relations (i.e. exercises and real events)
- d) Spokespersons
- e) Community Inquiry and Direction
- f) Special Interest Groups (i.e. disabled, visually impaired, etc)
- g) Community Awareness (i.e. public education – i.e. web site, brochures, media production)
- h) Mock Media for Exercises

Training and Exercise Working Group: tasked with the following actions:

- a) Establishing a training schedule and curriculum for Emergency Preparedness Orientation and Awareness Education (determining who will be trained, who will do the training, etc.)
- b) Providing resources (physical, financial and human) and developing scenarios, inputs, and control and evaluation tools for:
 - Tabletop exercises
 - Notification drills
 - Evacuation drills
 - Simulation-cell exercises
 - Full-scale functional exercises
- c) Developing exercise and training objectives
- d) Conducting and participating in exercise debrief sessions as required
- e) Developing and implementing exercise training standards/benchmarks
- f) Assisting in the drafting of After-Action Reports for exercises/drills

APPENDIX 5: RESPONSIBILITIES OF UNIT EMERGENCY PREPAREDNESS COORDINATORS (EPCs)

Responsibilities of the EPCs are as follows:

- Act as the key contact to the emergency response organization during emergencies;
- Designates Emergency Response Wardens;
- Develops and maintains the Unit-Specific Emergency Plan and Procedures;
- Develops Risk Profiles and identifies Critical Infrastructure and associated mitigation strategies; and
- Liaises with the Emergency Preparedness Office.

In the context of the Unit-Specific Emergency Plan and Procedures, EPCs are responsible for ensuring that their units have performed a Hazard Identification and Risk Assessment (HIRA), identified Critical Infrastructure, and determined and implemented both mitigation and response strategies.

APPENDIX 6: KEY CHARACTERISTICS OF THE IMS

Key characteristics of the IMS that are essential to the management of emergency response include the following:

- Common terminology for organizational elements, position titles, facility designations and resources
- Generic positions allowing people to be trained for multiple emergency response roles
- Organizational models that allow activation of needed elements
- Integrated communication for information systems to operate smoothly among all response agencies involved
- Uniform command structure so organizational elements are linked to form a single structure with appropriate control limits
- Manageable span of control for those supervising or managing others
- Comprehensive resource management for coordinating and recording resources for field responses

The organizational structure and staffing of York University's Incident Management system is detailed in Appendix 7.

APPENDIX 7:

YORK UNIVERSITY INCIDENT MANAGEMENT SYSTEM ORGANIZATIONAL STRUCTURE AND STAFFING

York University has adopted the Incident Management System (IMS) for command, control and coordination of incident response. IMS is widely accepted by response agencies across North America and is the standard organizational structure and management system used to align both private sector and government response organizations. IMS includes five basic components: a designated Incident Commander (IC), and Operations, Planning, Logistics and Finance Sections operating out of a dedicated Emergency Operations Centre (EOC). The Incident Commander is the most senior first-responder to arrive on the scene of an incident and communicates directly with the Emergency Manager (of the EOC), who in turn provides information to, and receives strategic direction from, an Emergency Policy Group.

The following is a brief description of the roles and responsibilities of the York University Incident Management System (IMS) organizational structure, Emergency Operations Centre functional groups, and the affiliated staffing positions.

EMERGENCY POLICY GROUP (EPG)

The President's Core Crisis Team serves as the Emergency Policy Group. The EPG provides guidance and support to the EOC, including setting priorities and direction for campus response and recovery activities. The Emergency Policy Group is comprised of the following core members:

- President or designate
- VP Finance and Administration
- Chief Marketing and Communications Officer
- University Secretary and General Counsel (or Assistant Counsel)
- Additional members may be added to the EPG, depending on the nature of the emergency.

Any member of the EPG can activate the EPG (or Core Crisis Team) when an emergency arises. The EPG assesses the situation and, based on information from the Emergency Management Group (which relies on Functional Support Groups as well as External Emergency Response Agencies). The President or delegate is empowered to declare a University Emergency when:

- a) Conditions exist on or within the vicinity of the campus which result from natural or human caused disasters or civil disorders which pose a threat of serious injury or damage to property, the environment, or University operations.
- b) Extraordinary measures are needed to avert, alleviate, or repair damage to University property or to maintain orderly operation of the campus.

The VPFA has overall responsibility for ensuring that workable plans are in place that will address anticipated emergency situations that could occur on campus.

EMERGENCY MANAGEMENT GROUP

The Emergency Management Group is responsible for managing the response and recovery during and following an emergency. The EMG may be activated by the Manager Emergency Preparedness, the Director Security Services (the Incident Commander) or the Assistant Vice-President Campus Services & Business Operations (the Emergency Manager), depending on the nature of the emergency. Housed in a designated Emergency Operations Centre (EOC), the primary functions of the EMG are:

- to seek policy decisions and direction from the Emergency Policy Group, as required;
- to receive, prioritize, route and disseminate information;
- to provide resources needed by the campus;
- to coordinate and provide support to field activities;
- to coordinate support for emergency responders; and
- to deal with issues that are beyond the scope of the field operations.

Under the leadership of the Emergency Manager, the Emergency Management Group responsibilities in the EOC are as follows:

- a) Emergency Operations Centre Manager** (AVP Campus Services & Business Operations or Designate)
 - Liaises with the Emergency Policy Group;
 - Directs activities and organization of the EOC;
 - Determines level of staffing needed in the EOC;
 - Provides regular updates to the Public Information Officer on emergency response activities; and
 - Provides information and updates from the Emergency Policy Group to EOC staff.
- b) Safety Officer** (Director Occupational Health & Safety or Designate)
 - Responsible for the health and safety of the emergency response staff;
 - During the emergency, provides overall safety authorization for operational activities prior to implementation; and
 - Provides advice to the Emergency Management Group regarding protective actions, personal protective equipment requirements, exposure risks (physical, chemical, biological, electrical, radioactive etc) and recommended protective strategies.
- c) Public Information Officer** (Director Media Relations or Designate)
 - Acts as the University spokesperson during and following the emergency;
 - Communicates current information *internally* to the EOC and *externally* to the York community and media;
 - Serves as the primary contact to other external agency PIOs;
 - Liaises with the communications staff to produce media statements, protective action decision statements (PADS), and staff guidance documents;
 - Takes a lead role in identifying subject matter expert spokespersons as appropriate or required;
 - Establishes and updates emergency email listservs, hotlines, and web sites;
 - Within Communications, establishes Community/Public Inquiry and Rumour Control functions to research and collect information to support EOC planning objectives, to assist the Emergency Policy Group in the development of key messages, and that may impact emergency response operations; and
 - Monitors the EOC activity in order to provide input to the Emergency Policy Group when formulating key messages.
- d) Liaison Officer** (Manager Emergency Preparedness or Designate)
 - Interfaces with External Emergency Response Agencies (e.g., fire, law enforcement, provincial/municipal emergency management, etc.), volunteer support groups, other institutions, etc. as needed;
 - Serves as advisor to the Emergency Manager regarding plans, standard operating procedures (SOPs) and mutual aid agreements.
 - During the emergency, coordinates general situation status reports and briefing notes (even after interfaces are established between IMS staff in external organizations and their respective IMS sectional counterparts in York's EOC);
 - Provides direction to Duty Officers and Administration Section staff regarding initial activation, set-up and operational process flow for the Emergency Operations Centre until "operational status" is declared and authority transferred to the Emergency Manager (EOC);

- Provides ongoing interpretation and advice to the Emergency Manager (EOC) regarding emergency management plans, practices, and protocols, and available resources; and
- Requests external operational information (i.e. operational situational reports, incident action plans and updates) from external agencies and support groups as required, and via the Scribe, Finance/Administration Section Chief, and Duty Officers, directs it to appropriate functional cells such as Planning, Operations, Logistics or Finance/Administration sections.

e) Scribe (CSBO Administrative Officer or Designate)

- Documents all objectives, decisions and action plans created by the Emergency Management Group;
- Processes the dissemination of information from the EOC, from other internal University emergency management meetings and other related information; and
- Provides situational report updates and informational briefings from the Emergency Management Group via the Administration/Finance Section Chief and Duty Officers to direct it to appropriate functional cells such as Planning, Operations, Logistics or Finance/Admin.

f) Duty Officer(s) (Designated Managers CSBO or Alternates)

- Assists in the set-up of the EOC and its equipment and assists with the response to the initial receipt of emergency information.
- Once the EOC is active, receives all general incoming calls and routes them to the appropriate IMS functional cells for action.
- Responsible for all initial outgoing operational communications until the IMS structure is in place and designated positions can communicate directly with their IMS counterparts in other agencies.
- Maintains a log of all requests, actions taken and decisions made and routed through the Duty Officer(s);
- Coordinates with the Administration Section Clerk(s) to update all situation boards, visual displays and electronic logs;
- Coordinates with the Scribe to provide situational report updates and informational briefings from the Emergency Management Group to the Administration/Finance Section Chief to produce reports and direct them to the appropriate functional cells such as Planning, Operations, Logistics or Finance/Administration; and
- Ensures records of all EOC activity are maintained and filed by the staff of the Finance & Admin Section.

The IMS model allows for both a Duty Officer and a Senior Duty Officer. Both positions may be filled by one individual if emergency activity is minimal and the OEC workload can be managed by one Duty Officer.

IMS FUNCTIONAL GROUPS (aka “GENERAL STAFF”)

The following “sections” or “cells” make up the general staff that may be needed to respond to an emergency or to provide support in the Emergency Operations Centre. Each section of the General Staff has a Section Chief who will lead the group, serve as the point of contact for the section, and help determine the level of staffing and expertise needed within the section to respond to the emergency.

1. Operations Section

The Operations Section staff are the “doers” in the EOC. They are responsible for the overall coordination of resources needed to manage the emergency, and set priorities and monitor the needs of the field response. The Operations Section implements the strategies determined by the EOC Manager and the Emergency Policy Group and provides support to the field Incident Commander (IC) and response teams. The Operations Section Chief position can be filled by several of the section’s staff, depending on the type of emergency and will be confirmed by the Emergency Manager upon EOC activation.

The Operations Section may include the following staff:

Security: (Director, Operations Manager Security, or designate)

- Invokes the Notification System and Activation of the EOC (Determines initial activation level and associated response activities – Monitoring, Partial or Full Activation);
- Manages policing and security functions by supporting the Incident Commander;
- Has the lead for the Operational Action Plan for law enforcement, security, perimeter establishment and control, traffic control, access control, public order, and crime scene preservation as applicable;
- Coordinates with all 3-tier first responders (Police, Fire, EMS);
- In an emergency, acts as primary liaison to Building Emergency Captains (BECs), Emergency Preparedness Coordinators (EPCs) and trained Certified Emergency Response Team (CERT) members; and
- Directs all evacuation and sheltering efforts on or off Campus.

Facilities: (AVP Facilities Services or designate)

- Manages and coordinates the prioritized response and exchange of operational information for all buildings, power/water/HVAC utilities, roadways, and grounds through designated personnel in the Facilities Services Department;
- Has the lead for the Operational Action Plan for emergency inspection, damage assessment, repair and restoration operations for all campus buildings, power/water/HVAC utilities, facilities, roadways, and grounds;
- Coordinates emergency power and related support for all field operations and the EOC; and
- Provides reports from outside utilities and transitioning emergency operations for clean-up, repair and restoration operations.

Research: (Associate Director Research Services or designate)

- Coordinates response operations for research facilities, including provision of any information that relates to exposure risks specific to such research facilities.
- Manages the provision of animal care, including protecting, feeding, rescue and relocation if necessary.
- Coordinates emergency response operations in conjunction with the priorities for providing environmental health and safety to the animals.
- Reports the status of research animals to the EOC at intervals.

Computing & Network Services: (Director IT Infrastructure or designate)

- Maintains the central data and computing infrastructure.
- Assesses operational status of campus data and computing services.
- Ensures support to emergency data network and computing application services..
- Directs restoration of central computing and networking infrastructure and services, arranging for emergency repairs.
- Leads the provision of technical support for campus telephone and communication systems used in the emergency response.
- Directs restoration of communications services on campus, arranging for emergency repairs.
- Establishes alternate means of communication when necessary, and provides communications capabilities to support EOC operations.
- Ensures that approved messages (provided by the PIO) are initiated on the University's central call processing system; and
- With assistance from the EOC Liaison Officer, manages the technical requirements of Volunteer Ham Radio service to the EOC.

- Assesses the need for and initiates appropriate actions (e.g. ensure availability of enterprise services such as Internet access, email, voice communications, central web service, and student service applications and supporting technology) identified in the University's Disaster Recovery Plan to ensure availability of enterprise services to support EOC priorities;
- Ensures that the University's "external" and central "internal" website is operational and updated as necessary (i.e. with key messages provided by the PIO), and available to be used by the Marketing & Communications Division as a primary communication medium during and after the emergency;

ITS: (Director IT Services or Designate)

- Assesses the need for and initiates appropriate actions (e.g. ensure availability of key administrative services such as human resources, security systems, and support technology) identified in the University's Disaster Recovery Plan and establishing alternate means of administrative computing services to support EOC priorities;
- Work with CNS to ensure that the University's official website and supporting technology and applications are operational and updated as necessary (i.e. with key messages provided by the PIO);
- Ensures the set-up, activation and configuration of EOC computer hardware, printers, fax machines, visual display monitors, scanner(s), data projectors, and all emergency software applications.

Care/Shelter: (Director Student Community & Leadership Development and Director Housing & Food Services or designates)

- Advise the Emergency Management Group (EOC) on all matters pertaining to the provision of emergency food, medication, clothing and shelter for Residences and the University community generally.
- Identify and prepare an appropriate number of buildings to be used as emergency reception centres.
- Oversee/operate, direct and supervise the operation of such centres; and
- With assistance from the Liaison Officer, Emergency Management Group, will liaise with the Community Relations Officer and Manager of Food Services, Logistics Section, to coordinate support from or for Municipal Social Services and/or established Non Government Support Groups (NGOs) such as the Red Cross, Salvation Army et cetera to provide emergency social services including registration and inquiry

2. Planning and Analysis Section

The Planning and Analysis Section are the "knowers" and "thinkers" in the EOC. They are responsible for determining what needs to be done to fix the problem, including analysis of the situation, writing situation reports, anticipating changing situations, developing action plans, monitoring resources and facilities, managing maps, documenting the response and providing information to the Administration Section staff and Duty Officers to update EOC status boards.

The Planning and Analysis Section may include positions from both the Academic and non-Academic divisions as follows:

Planning Chief: (Senior Executive Officer, Finance and Administration or Designate)

- Leads the overall management and analysis of disaster/incident information and assessment of impact and outcomes;
- Manages the receipt, posting, tracking and documentation of disaster/incident information by Planning and Analysis Section staff;
- Provide the Emergency Manager (EOC) and Emergency Policy Group with an analysis of the situation, and interruption to the university programs; and

- Ensures a general EOC log is maintained to document major actions and decisions of the EOC.

Facilities: (Campus Planner or Designate)

- Provides information regarding campus lands, facility layout, design and infrastructure, and visually displays information in the EOC as required;
- Liaises with Fire Prevention, Facilities Services and Safety Officer (Emergency Management Group) to determine appropriate evacuation routes and sheltering facilities;
- Assists in damage assessment of facilities and production of inspection and status reports;
- Coordinates with AVP Facilities Services (EOC Operations Section) and Manager of Insurance & Risk Management (Finance & Admin Section) to produce ballpark estimates of damage, loss and reconstruction/repair costs; and
- Assists Planning & Analysis Chief and Operations Section Chief in determining emergency repair priorities.

Students: (AVP Student Community & Leadership Development or Designate)

- Represents all student services for the University during the emergency response and recovery;
- Advises the Planning and Analysis Section Chief on the implications of emergency measures on students and support services;
- Maintains an inventory of students with disabilities and arranges for support for students requiring special assistance;
- Works with the Director Student Community and Director Housing and Food Services (Operations Section) to determine housing, food and medication needs and coordinate their provision;
- Works with the EOC Public Information Officer to provide information to the campus community;
- Assists the Community Relations Officer and/or Director HR Services with set-up of registration and inquiry services to reunite families and to collect queries concerning the safety and whereabouts of students; and
- Monitors and provides for crisis-counseling services to students as required.

Academic: (Senior Executive Officer Academic and/or Associate VP Academic or Designate)

- Liaises with Faculty Deans and department heads to provide support as needed;
- Obtains input and feedback from academic offices and provides information and expertise in formulating the recommendations of the Planning & Analysis Section;
- Advises the Planning and Analysis Section Chief on the implications of emergency measures on academic programs and activities (classes, examinations, etc.);

3. Logistics Section

The Logistics Section is responsible for determining available resources to respond to the incident or emergency and is involved with all that is necessary to support the Operations Section. As the “Getters” of resources, the staff of this section is responsible for acquiring emergency response and recovery workers, employee/student resources, supplies and equipment. The Logistics Section is comprised of the following staff:

Logistics Section Chief: (AVP Finance or Designate)

- Provides overall management of resource and logistical support for operations and planning functions that are beyond normal departmental assets;
- Responsible for overall coordination of personnel availability and assignment, equipment and supplies procurement, transportation services, NGO (Non-Government Organization)

volunteer support and donation management; and identification and tracking of all existing resources.

Procurement: (Director Procurement Services or Designate)

- Sets up all logistics for procurement and delivery of resources, both University/Campus resources and external goods and services;
- Arranges for field receipt and acknowledgement;
- Procures privately owned and vended services;
- Arranges for contracted services, equipment purchase, supplies purchase or support (meals, etc) for emergency operations. If services are not actually purchased through the EOC, then sets up an allocation and tracking process to assure vendors know whom to invoice and how they will be paid; and
- Finds and distributes needed resources.

Human Resources: (Director Human Resources Services or Designate)

- Arranges for temporary hires as required;
- Identifies, recruits or co-opts employees from across the University for emergency related roles and tasks as required and appropriate;
- Arranges for EOC and emergency response staffing shift schedules, recall of staff and staff assignment;
- Executes critical processes for employee benefits and payroll, having ensured that exigent systems are in place;
- Maintains an inventory of employees with disabilities and arranges support for both employees and students requiring special assistance; and
- Monitors and provides for crisis-counseling services to employees as required.

NGO Support: (Community Relations Officer or Designate)

- Coordinates support from the University Campus and surrounding community, including NGO Support Groups (i.e. Red Cross, Salvation Army, et cetera);
- Coordinates all volunteer resources to support the University's emergency response and recovery needs;
- With support from Human Resources & Employee Relations and other Community Relations staff, sets up processes for registering, screening and managing volunteers (e.g., background checks, emergency contact numbers, signed release from liability; etc.) and
- Arranges for volunteer support coverage and deploys as requested by Operations Section.

Transportation: (Manager Transportation Services or Designate)

- Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment, supplies, and injured persons, and evacuations across or off Campus;
- Manages the University's van and bus pool;
- Coordinates the provision of municipal transit services to Campus; and
- Maintains an inventory of all available transportation (vehicles) and support (fuel, supplies, and drivers).

Food: (Manager, Food Services or Designate)

- Establishes emergency contracts with suppliers to provide emergency supplies of food and fluids to support students in Residence as required; and
- Obtains and allocates food and water supplies to support emergency staff needs (i.e. coordinates resources to provide hot meals and supplemental food for EOC and field level emergency workers).

4. Finance and Administration Section

The Finance and Administration Section are the “Payers” responsible for determining the short and long-term fiscal impact of the emergency, cost accounting and compensation claims, timekeeping (employee hours worked), EOC administration, and tracking expenditures throughout the emergency. This section is comprised of the following positions:

Finance and Administration Chief: (University Comptroller or Designate)

- Provides overall management of financial accounting, analysis and reporting for the emergency response; and
- As required, keeps the Emergency Management Group and Emergency Policy Group advised of the total costs-to-date of the emergency response, estimated losses and financial impacts of the emergency to University businesses, programs and facilities.

Insurance: (Manager Insurance and Risk Management or Designate)

- Establishes a process for tracking financial losses or liability for insurance claims;
- Ensures all contractors involved in response support and recovery operations have appropriate insurance coverage; and
- Produces estimated loss reports and financial impact assessments for University businesses, programs and facilities.

Human Resources & Employee Relations: (Director Payroll, Records & HR Systems or Designate)

- Maintains timesheets for all emergency response personnel, including external agency workers;
- Calculates total staffing hours and overtime costs for the emergency response; and
- Develops systems (including exigent systems) to ensure employees are paid.

Budget: (Manager Budget Office or Designate)

- Establishes an accounting process for tracking expenses for procurement of services, contracts and/or mutual aid or volunteer group expenses, and equipment/supply and service costs;
- Ensures adequate funds are available for the emergency response staff and allocates expenditures to specific cost centres; and
- Assists in the management of financial accounting and analysis for the emergency response in order to produce financial impact reports for the Finance/Administration Section Chief.

Internal Audit: (Designate of the Director of Internal Audit)

- Performs post-incident analysis of the emergency response and/or training exercises and drills to determine compliance with standard operating protocols and planning standards;
- Assists in the analysis of actions taken in order to develop post-incident reports providing recommendations for improved preparedness and response; and
- Audits emergency response expenditures and mutual aid support costs for appropriateness and accuracy.

FIELD OPERATIONS COMMAND POST

Incident Commander: (Director Security Services or Operations Manager Security Services or designated Security Supervisor)

The Incident commander (IC) is responsible for all field level activities and operations designed to protect life, health and safety and minimize damage to University property and infrastructure. The broader response will be managed by the Emergency Operations Centre (EOC) and Emergency Policy Group (EPG) once they are convened. The IC is in charge at the emergency site (i.e. if applicable) and communicates directly with the EOC Manager whose role is to support the Incident Commander.

The IC remains in control until relieved by a higher authority at the site, or by a Senior Officer of an appropriate first response agency such as Police, Fire or Emergency Medical Services. Once a higher authority is at the site, the University's Emergency Response Team takes direction from the Senior Officer of the municipal first response agency as part of a "Unified Command" structure.

The Incident Commander is responsible for the following:

- Establishing a "hot zone", inner and outer perimeters to protect responders and members of the University community;
- Implementing the command system at the site;
- Assessing the nature and magnitude of the emergency;
- Determining the immediate threat to human life and structures;
- Determining the need for site evacuation and carrying out evacuations as necessary;
- Providing emergency search-and-rescue and first aid until supported by municipal first response agencies; and
- Coordinating information and activities with the Emergency Operations Centre Manager, once activated.

YORK UNIVERSITY
INCIDENT MANAGEMENT SYSTEM ORGANIZATIONAL STRUCTURE

POLICY

EMERGENCY POLICY GROUP
(aka Core Crisis Team)

VP Finance & Administration
President
Chief Marketing & Communications Officer
University Legal Counsel

- Policy decisions
- Priorities
- Strategy

Additional members may be added, depending on the nature of the Emergency

EMERGENCY OPERATIONS CENTRE

Duty Officer (Admin Officer, TBA)
Senior Duty Officer (Admin Officer, TBA)

**COORDINATION
& IMPLEMENTATION**

EMERGENCY MANAGEMENT GROUP

Emergency Manager: AVP Campus Services & Business Operations
Safety Officer: Director, Occupational Health & Safety
Liaison Officer: Manager Emergency Preparedness
Public Information Officer: Director Media Relations (or designate)
Scribe: Executive/Administrative Officer

- Overall coordination
- Resource support
- Operational planning
- Communication

Additional members may be added, depending on the nature of the Emergency – e.g., senior representatives from External Emergency Response Agencies

Planning & Analysis

Chief: Sr. EO, Finance & Admin.
Academic: Sr. EO, Academic,
AVP Academic
Students: AVP Student
Community
Facilities: Campus Planner

Operations

Chief: AVP Facilities Services
Security: Operations Manager
Research: Assoc. Dir. Research Services
CNS: Director IT Infrastructure
ITS: Director IT Services
Care/Shelter: Director Student Community,
Director Housing & Food Services

Logistics

Chief: AVP Finance
Procurement: Director, Procurement
HR: Director HR Services
NGO Support: Community Relations
Officer
Transport: Manager Transport. Services
Food: Manager, Food Services

Finance & Administration

Chief: Comptroller
Insurance: Manager Insurance
HR&ER: Director Payroll
Budget: Manager Budget
Audit: Internal Audit designate

FIELD OPERATIONS

Incident Commander: Director Security Services

POLICE, FIRE,
EMS/AMBULANCE