



Integrated Emergency Management Plan

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1.0 Background

1.1 Purpose

The health and safety of students, employees, contractors, visitors, and adjacent communities and property and environment protection are integral to NAIT operations, reputation, and sustainability.

The purpose of the Integrated Emergency Management Plan (IEMP) is to ensure that NAIT can plan for, mitigate against, respond to, and recover from a wide range of incidents on any campus in a coordinated, effective, and timely manner. The IEMP is the core plan to guide actions, decision-making, communication and overall coordination of response and initial recovery during emergency incidents and business disruptions. This plan will help NAIT deliver its promise to students, employees, industry, and Alberta.

1.2 Plan Objectives

The overarching plan objectives are to:

- Ensure a clear IEMP includes preparedness and response structure with defined roles.
- Identify the Emergency Management and Business Continuity (EMBC) departmental and organizational documents for mitigating, planning, responding, and recovering from emergency and business disruptive events.
- Identify NAIT's supplementary documents for mitigating, planning, responding, and recovering from emergency and business disruptive events.

1.3 Emergency Management and Business Continuity Priorities

NAIT's priorities for planning and response to incidents are:

- People: Protection of health and life safety.
- Environment: Protection of the environment.
- Assets, Operations, and Essential Services: Ensuring continuous high service to students, employees, and stakeholders and mitigating potential financial, operational and asset impacts.
- Reputation: Protection of the NAIT brand and reputation.

1.4 Programs, Plans, Procedures, and Supporting Documentation

The IEMP is the core NAIT emergency plan to guide actions, decision-making, communication, and overall response coordination and initial recovery during emergencies and business disruptions. It is available to Emergency Coordination Centre (ECC) members and first responder audiences in an unabridged format on the [NAIT Emergency Portal](#). The IEMP is guided by [the EP 1.0 Emergency Management and Business Continuity Policy](#).



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2.0 Terms and Definitions

Authority Having Jurisdiction (AHJ)	An organization, office, or individual responsible for enforcing the requirements of a code or standard or for approving equipment, materials, an installation, or a procedure.
Emergency Coordination Centre (ECC)	The physical and/or virtual location from which strategic decisions are made and all activities of an event/incident/crisis are directed, coordinated and monitored.
Emergency Social Services (ESS)	Emergency Social Services (ESS) are the supports that meet the basic essential needs of individuals, households, and communities affected by emergencies. ESS refers to a wide range of humanitarian activities that provide life-sustaining support to individuals and families temporarily displaced or otherwise impacted by a disaster or emergency that disrupts their ability to provide for their basic needs. Emergency Social Services can begin as soon as a disaster is imminent or occurs and can continue through the recovery phase.
First Responders	Team members (internal and external) who provide an immediate response at an incident scene. Internal First Responders may include Protective Services, Facilities, Health and Safety, Communications, Wellness Coordinators, ITS, and others. External First Responders may include a member of an emergency service who is first on the scene at a disruptive incident. This would normally be police, fire or ambulance personnel. Unless otherwise indicated, the plan's term First Responders refers to internal and external teams.
Incident	An "Incident" is a situation that might be, or could lead to a disruption, loss, or emergency. Where an incident poses a present or imminent threat that requires prompt and ongoing coordination of actions to protect the health and safety of NAIT's community and to mitigate damage to NAIT property or the environment, it will be assigned as a "Level 1", "Level 2", or "Level 3". These levels are defined in this plan and are based on complexity, impact, and resource requirements.
Incident Management System (IMS)	A standardized management system designed for post-secondary institutes, to enable effective, efficient incident management by integrating a combination of personnel, procedures, and communications operating within a common organizational structure.
Integrated Emergency Management Plan (IEMP)	A clearly defined and documented plan of action for use at the time of an incident, typically covering the key personnel, resources, services and actions needed to implement the incident management process.
Major Incident Response Team (MIRT)	An Information Technology Systems (ITS) task team who will activate to manage critical ITS related incidents of a non-cybersecurity nature. This team is an enablement team to the Emergency Coordination Centre.
Security Incident Response Team (SIRT)	The Security Incident Response Team (SIRT) is a group within our organization that is responsible for managing and responding to cybersecurity incidents.



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3.0 Programs

3.1 Business Continuity

3.1.1 EP 1.3 Business Continuity Procedure

NAIT business units develop, maintain, and update Business Continuity Plans (BCP), and the EMBC department develops, maintains, and updates the Business Continuity (BC) Procedure. The BC procedure outlines the processes and resources needed to recover a business unit after a disruptive event. The BC procedure provides information on NAIT's approach to implementing an effective business continuity program.

- a. The business continuity process includes determining Recovery Time Objectives (RTO) and performing a Business Impact Analysis (BIA) and Hazard Impact Risk Assessment (HIRA) for all business-impacting hazards that threaten NAIT.
- b. All departmental BCPs are available to the NAIT business areas through ServiceNow.
- c. A BC program will be maintained to support the response and recovery from a significant incident.
- d. BCPs will be reviewed annually and/or following any significant incident in consultation with relevant interested parties to ensure they reflect the current risk environment.

3.1.2 EMBC.PRG.2 Business Continuity Program

The BC program at NAIT includes developing and maintaining all business continuity plans and the multi-year training and exercise plan (TEP). The program presents an overview of different plans that support business units/schools' plans to achieve their target operating level and continue critical business processes (including the delivery of educational programming or other support or non-educational delivery services/functions) during any business-interrupting events.

3.1.3 Business Continuity Plans

Plans that enable service and program delivery within a pre-determined period will be maintained by departments and schools.

3.1.4 EMBC.PLN.3 - Communicable Disease and Pandemic Plan

This plan provides a framework for a coordinated response to manage epidemics/pandemics that could also lead to outbreaks of communicable diseases. The purpose of the NAIT Communicable Disease/Pandemic Plan (NCDPP) is to set out key guiding principles for identifying and coordinating the response to unusual outbreaks in Alberta that may impact the NAIT community. This plan:

- a. Outlines roles and responsibilities of key players (any employee responsible for participating in or responding to the unusual outbreak).
- b. Enhances collaboration and coordination.
- c. Establishes clear lines of communication and information; and
- d. Improves efficiency and effectiveness.



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3.2 Emergency Management

3.2.1 [EP 1.1 Emergency Management Procedure](#)

NAIT develops, maintains, and updates the emergency management procedure to plan for, mitigate against, respond to, and recover from a range of potential incidents. This document provides information on the NAIT's approach to implementing an effective emergency management program.

- a. NAIT will adopt an all-hazard approach to emergency management.
- b. The emergency management procedure includes planning, mitigation, preparation, and response.
- c. Emergency management processes and documents will be available to the NAIT Community through multiple mediums.
- d. The emergency management program will be maintained by EMBC to support the execution of an all-hazard emergency management process.
- e. The emergency management procedure will be reviewed annually and/or following any significant incident in consultation with relevant interested parties to ensure they reflect the current risk environment.

3.2.2 [EMBC.PRG.1 Emergency Management Program](#)

The emergency management program consists of several programs and supporting documentation to be activated during an incident at NAIT. Each plan and guideline are self-contained and primarily independent, except for the IEMP for NAIT.

3.2.3 Emergency Warden Program

NAIT's Emergency Warden Program will ensure the coordination of the safe movement of people during emergencies. The program outlines the roles and responsibilities of the Chief Emergency Wardens (NAIT Protective Services), Emergency Wardens (NAIT Employees), and the NAIT Community.

3.2.4 EMBC.EEI. (1-9) Emergency Event Instructions

The immediate actions for NAIT community members to take in response to an incident (e.g., fire, evacuation, active aggressors, etc.). The instructions are available to the entire NAIT community through the Emergency Portal and NAIT Alert App.

3.2.5 [EMBC.FR.W.1 - Emergency Social Services \(ESS\) Framework](#)

The ESS framework describes roles and responsibilities, services, and resources provided to displaced individuals when a reception centre is activated at NAIT. The activation will be based on the necessity and availability to assist government or post-secondary partners.

3.2.6 EMBC Processes and Supporting Documents

- a. **EMBC Maintenance Audit (Operational Readiness):** This information is housed in the Monday.com database and helps ensure plans, training, and other documentation remain current and are evaluated for improvement opportunities.
- b. **Organizational Hazard Impact Risk Assessment (HIRA) Tool:** The HIRA identifies and assesses the probability, consequence, and controls for hazards (those that may result in a significant emergency event). The HIRA informs planning and program development at all phases by understanding loss scenarios, including prevention/mitigation, preparedness, response, and/or



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recovery activities. This assessment will be completed annually.

- c. **NAIT Alert tool:** NAIT Alert is a mass emergency notification system which uses email, phone, desktops, digital signage, social media, and a downloadable mobile application to reach students, employees, and visitors during significant incidents.
- d. **Organizational Business Impact Analysis (BIA) tool:** The BIA predicts the consequences of disrupting a business function and process and gathers information needed to develop recovery strategies. The organizational BIA determines disruptions at a broader level and what those impacts mean to the organization. This analysis will be completed annually.
- e. **Three (3) Year Training and Exercise Planning Tool (TEPT):** This tool identifies the type and frequency of training and exercises that will be implemented across the organization facilitated by EMBC. The TEPT will enhance skills and knowledge for business units in emergency management and business continuity readiness and identify roles supporting core capabilities. This document is updated as required based on EMBC priorities throughout the year.

3.2.7 Stakeholder Supporting Documents

- a. **Crisis Communication Plan:** A Plan maintained and updated by the Crisis Communications Team (CCT), which describes the roles and procedures that are used to support the Emergency Coordination Centre (ECC) Director and Team and Executive Management Committee with communications for the NAIT community and their families, the media, and public during an incident.
- b. **ITS Disaster Recovery Plan:** Information and Technology Services (ITS) has an IT-specific plan outlining their capabilities and processes for IT recovery systems and applications at NAIT. This plan identifies roles and responsibilities, recovery time and point objectives, and steps to recover all systems and applications.

3.2.8 Stakeholder Supporting Teams

- a. **Crisis Communications Team (CCT):** During an incident, crisis, or emergency, Marketing and Communications will preserve NAIT's reputation and confidence by providing timely, accurate, and meaningful information to and for the Emergency Coordination Centre and NAIT community.
- b. **Major Incident Response Team (MIRT):** An Information Technology Systems (ITS) task team that will be activated to manage critical ITS-related incidents of a non-cybersecurity nature. This team is an enablement team for the Emergency Coordination Centre.
- c. **Security Incident Response Team (SIRT):** The Security Incident Response Team (SIRT) is a group responsible for managing and responding to cybersecurity incidents.
- d. **Business Continuity Program Representatives and Business Continuity Incident Response Teams:** The individuals responsible for the maintenance of the BCPs in their Business Unit (BCP Reps) and the strategic, tactical, and operational teams that would respond to an incident and who should contribute significantly to the writing and testing of the BCPs.



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3.3 Incident Management

3.3.1 NAIT Incident Management Process

The incident management process will include determining the activation of the ECC. The activation is based on the incident severity and the incident management flow of events. Whether the incident occurs internally or due to external factors, the incident management process will be taken to determine how to best manage the incident. Once an incident occurs, many business units may be involved in the resolution of that event.

3.3.2 Roles and Responsibilities

Several groups may be involved in the management of an incident and may hold various roles depending on the size and severity of the incident:

- a. **EMBC:** Responsible for developing, maintaining, and updating all emergency management policies, procedures, and plans. EMBC is responsible for assisting business units in developing their business continuity plans and maintaining the ServiceNow BC database. EMBC is also responsible for training and exercising the NAIT community to prepare for and respond to emergencies and disruptive events.
- b. **NAIT Protective Services (NPS):** Provides immediate response at an incident scene. Receives an initial notification of an incident, assesses the incident, and follows procedures to mitigate the impact safely. Participates as Chief Emergency Warden for NAIT, for the Emergency Warden Program.
- c. **Health, Safety, and Environment (HSE):** HSE may act as an immediate response in an emergency event. It supports and coordinates the safety of responders and the NAIT Community and ensures the public's safety is not compromised while response and recovery operations are carried out.
- d. **Executive Management Committee (EMC):** Executive leaders provide strategic-level support to the ECC.
- e. **ECC Team:** The ECC Team serves as the decision-maker responsible for all operational-level coordination and communication during a response. It will provide directions and seek approval from EMC. This team supports the tactical response of first responders and informs and receives strategic support from EMC. This team leads resumption activities during an emergency or a business interruption event.
- f. **NAIT Employees:** Business area leaders ensure that all their business continuity and safety plans are current and that their employees understand their roles and responsibilities. All employees are responsible for understanding what plans apply to them, where to locate these plans, and how to activate them in the event of an emergency or disruptive incident.
- g. **NAIT Community Members:** All community members are responsible for keeping up to date on NAIT emergency information and procedures.



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3.3.3 NAIT Support for an Internal Emergency and Disruption

If an emergency or disruption occurs within the NAIT campuses, NAIT's incident management process will be followed. When an incident occurs, the first responders will immediately respond, and NPS will be notified (if they are not among the first responders). Upon review of the incident, first responders may proceed with normal response processes or if the incident must be escalated to a level 2 or 3. If the incident reaches level 2 or 3, the ECC Director will determine if a full or partial ECC must be activated. All members will be notified once the decision has been confirmed, and the ECC Director will lead and coordinate the response.

3.3.4 NAIT Support to an External Emergency

In an emergency outside of NAIT, NAIT may provide support as requested by the Authority Having Jurisdiction (e.g., the City of Edmonton) and request site and personnel support for an ESS reception centre to receive displaced individuals. The support coordination would be managed where needed by activating NAIT's ECC. Minor requests that do not require multi-departmental coordination and do not impact the availability of NAIT resources may be managed through NPS and/or the EMBC department.

3.3.5 Response Structure - Emergency Coordination Centre

During an emergency and upon activation, the ECC will be granted the authority to make strategic decisions, assign resources, approve communication, temporarily revise policy for emergency use, and temporarily supersede or suspend institutional processes so long as it does not contravene legislation or regulation. EMC makes the decision to activate the ECC based on the recommendation of the Manager of Emergency Management and Business Continuity or the designated ECC Director.

The size and severity of the event will determine the ECC's activation. The incident levels below reflect the characteristics and risks of the incident, and the response teams involved per level.




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Level 1 Incident			
A minor incident (or disruption) that can be resolved by NAIT Internal First Responders utilizing routine response measures. The impact is localized and may involve some external response and support.			
Characteristics and Risks	Examples		Response Teams
Internal First Responders have the capacity and resources to manage the incident Low risk of the situation escalating No serious injuries Limited damage to campus infrastructure or environment Limited or no disruption to services Limited risk to NAIT's reputation. Minor media and public interest (easily managed)	Evacuation of a building Flood affecting a minor portion of a building Minor biohazard or chemical spill/release	➔	Managed by internal First Responders and standard response procedures Where external First Responders are deployed, they are quickly in and out Manager EMBC informed that notifications were issued to select leaders, but no ECC activation required. EMC may be informed, but no action is required
Level 2 Incident			
An incident (or disruption) that requires cross-department (campus-wide) coordination and communication. The ECC team and First Responders can manage incidents and may involve the assistance of external agencies			
Characteristics and Risks	Examples		Response Teams
The situation is beyond the capacity of NAIT First Responders Involved coordinating additional resources and/or actions from multiple departments Injuries Some disruption to operations Potential risk to NAIT's reputation and media interest Potential environmental damage	Small or isolated fire or explosion Violent acts on campus Weather-related disasters which cause minor damage to a facility Potential civil unrest Sudden death on campus that affects the NAIT community Acts of fraud or privacy breach (i.e. IT systems compromised) Validated online threat	➔	First Responders are fully engaged Notifications were issued, and the ECC Team was activated (partial or full) CCT may be engaged to provide support EMC informed



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Level 3 Incident			
A significant or large-scale incident, high impact and/or prolonged disruption. Severe impact on NAIT operations that requires considerable external assistance and coordination to manage			
Characteristics and Risks	Examples		Response Teams
The situation is beyond the capacity of NAIT First Responders	Large fire, explosion, or flood		First Responders are fully engaged
Severe impact on health, safety, property and/or environment	Shooting or similar active aggressor event causing injury or death		Notifications are issued, and the ECC team is fully activated
Multiple serious injuries or fatalities	Weather-related disasters which cause serious damage to facilities		EMC is engaged
Significant assistance from external emergency response agencies required	Unrest involving violence or property damage		
High risk to NAIT's reputation; significant media interest is anticipated	Labour disruption		

3.3.6 Response and Recovery Objectives- Post Secondary Institute (PSI) Approach

Response to an event consists of two phases: immediate and sustained response. It is important to note that while there is no overlap in the immediate and sustained response, there can be overlaps in the response and recovery phases. Recovery can start during the response phase and continue beyond the response's conclusion.

a. Immediate Response Phase

The immediate response priority in the first hours or days following an emergency or disruptive event is to save lives, provide emergency support services and mass care, obtain, and share situational awareness, restore critical infrastructure and set the conditions for a sustained coordinated response and recovery effort.

Impacts/Concerns

1. Safety of students, staff, and the broader community.
2. Building and infrastructure failures at PSI campuses.
3. Damage to communication networks, impacting communication channels to students, staff, local government, partners, and stakeholders.
4. Student and staff injuries, casualties, or challenges reporting to work.
5. Managing local authority demands resources.



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Priorities and Actions

1. Activate emergency management and business continuity plans.
 - Re-establish or maintain PSI safety and security.
2. Account for visitors, students, and staff.
3. Where there are on-site childcare centres (ESS activation), account for the location and status of each child until family reunification occurs or children have been taken into care.
4. Activate crisis communication plan and team.
 - Manage media inquiries.
 - Monitor social media.
 - Distribute timely communications.
5. Call 9-1-1 and NPS to report casualties/injuries to local first responders, i.e., ambulance, fire, police, etc.
6. Establish contact with the Local Authority Emergency Operations Centre (City of Edmonton) and PECC (Ministry of Advanced Education and AEMA), if possible.
 - Provide regular situation status updates.

b. Sustained Response Phase

Once the immediate response phase ends, a PSI may be closed or used to support other response efforts, e.g., to provide space for a reception centre (ESS), group lodging and/or resource staging areas. Requests for PSI resources could come from the province; however, it is expected that most would come from local authorities.

Once a resource has been requested, the PSI will support the request and may consult with the Ministry of Advanced Education (AE) for additional support. AE will work with impacted PSIs to monitor compensation for eligible claims if required.

The following are key considerations and expected sustained response actions in a catastrophic event:

Impacts/Concerns

1. Reduced student and staff levels.
2. Campus building and infrastructure damage.
3. Damage to communication channels and increasing demands for information from/to interested parties.
4. Limited security monitoring/enforcement capability for students and staff.
5. Increased local authority resource demands.

Priorities and Actions

1. Manage critical business functions.
 - Assess any structural and non-structural safety issues.
 - Ensure campus property/resources are suitable.
2. Maintain or establish communications with local and/or regional emergency coordination centres, AE and/or other supporting PSIs.
3. Support emergency responders using PSI resources and property, including campus facilities.
4. Safeguard PSI property.
5. Manage communications.
 - Resume classes when and where appropriate, including alternate or temporary locations.



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c. Recovery Phase

Recovery consists of three stages: short, medium, and long-term, working towards minimizing future damage. There is no clear dividing line between response and recovery. It can be more effective to initiate recovery efforts during response if it is possible with available resources. Recovery can take months or even years, particularly if additional events produce cumulative long-term impacts.

Impacts/Concerns

1. Reduced student and staff levels.
2. Limited ability to locate and track students and staff.
3. Limited finances and limited income-generating opportunities.
4. Limited or competing construction repair resources, often at increased rates.
5. Limited security monitoring/enforcement capability for students and staff.
6. Limited supplies and equipment procurement options Interrupted education/research activities.
7. Increased demands for status updates and information from all interested parties.
8. Ongoing local authority resource demands.

Priorities and Actions

1. Hiring replacement or temporary staff.
2. Ongoing prioritization and use of temporary buildings and facilities.
3. Managing the transfer of buildings and other facilities.
4. Recovering student and staff personnel data and other electronic information.
5. Replacing information systems, including hardware and software.
6. Recovering financial and revenue-generating operations.
7. Recovering education programs and support services.
8. Managing emotional stress and post-crisis reactions of students and staff.
9. Ongoing business continuity and recovery/restoration activities.
10. Re-establish communication channels and issue regular releases/updates.

4.0 Plan Accountability and Responsibility

The Manager of EMBC is responsible for ensuring regular updates and maintenance of the plan. EMBC will complete any changes or updates to the plan in consultation with interested parties. Final approval for the plan rests with the Manager of EMBC.

4.1 Awareness, Training, and Preparedness

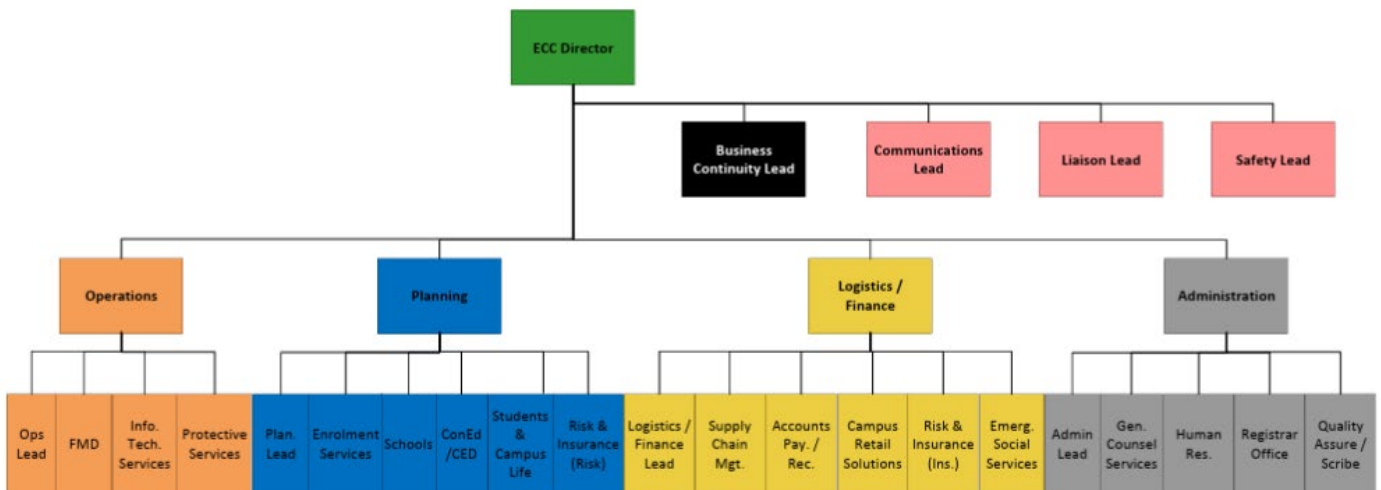
This plan identifies all the documentation under the EMBC program and some supporting documents from other areas where EMBC is a contributing partner. As part of its commitment to training and exercising business areas in EMBC aptitude, the EMBC department has developed a three-year Training and Exercise Planning Tool (TEPT) to effectively train and exercise all business areas at NAIT and any first responder teams.



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4.2 Plan Review and Maintenance

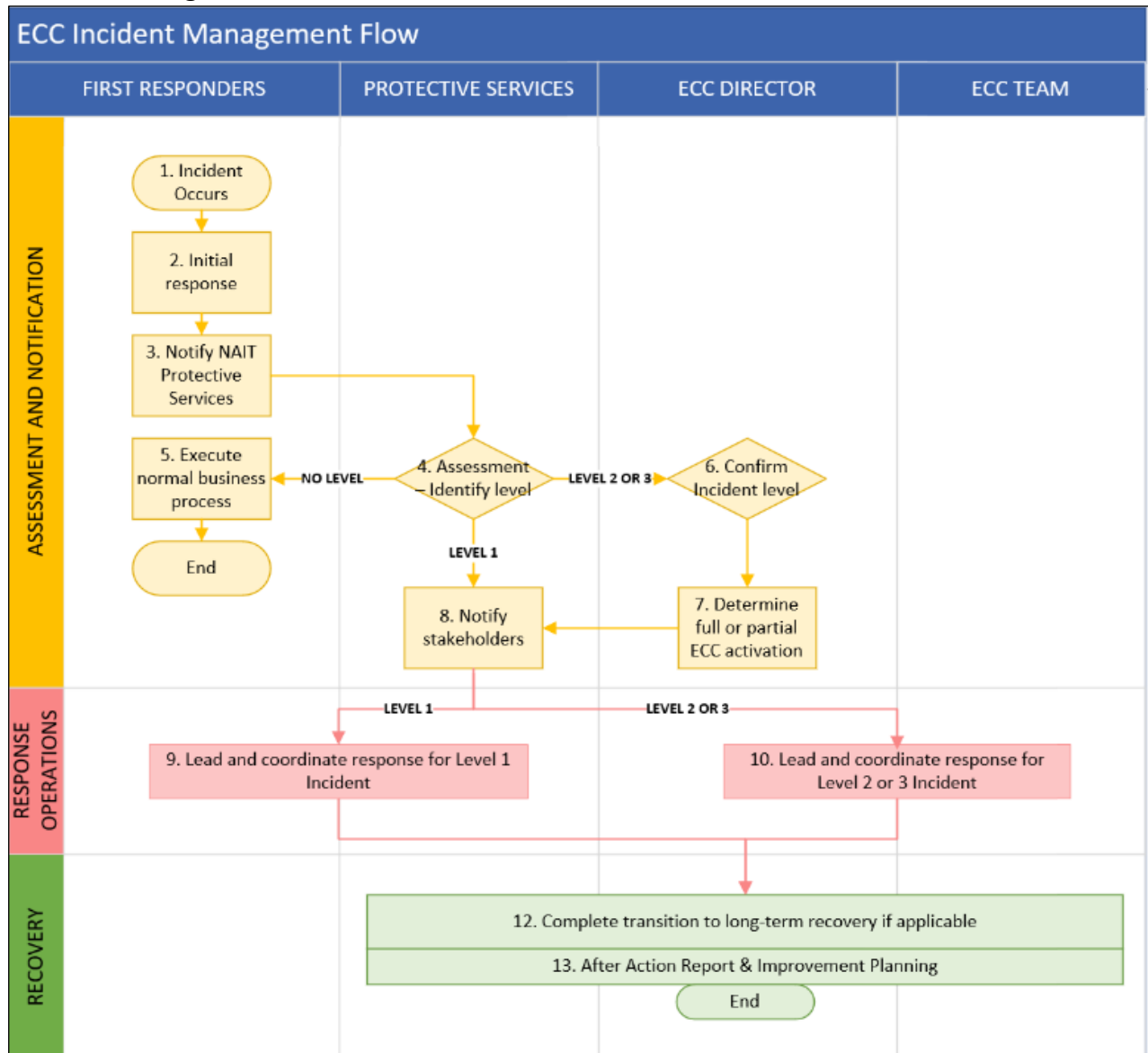
At a minimum, the IEMP will be reviewed and updated bi-annually. Incident and exercise After Action Review and Improvement Plans may direct additional review as needed. Appendices may be updated more frequently by the EMBC Manager. A review and maintenance audit schedule for all training and documentation for EMBC is available.





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5.0 Incident Management Process



6.0 Related Documentation

- 6.1 [EP 1.0 Emergency Management and Business Continuity Policy](#)
- 6.2 [EP 1.1 Emergency Management Procedure](#)
- 6.3 [EMBC.PLN.3 - Communicable Disease and Pandemic Plan](#)



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Document History

<i>Date</i>	<i>Action/ Change</i>
March 11, 2025	Update to charts and some wording and title changes.
March 1, 2024	Updated as per EMBC's current processes and information
June 2, 2023	Updated vernacular pertaining to ECC (organizational chart and titles).
January 5, 2023	Removed HMIRT protocol, updated glossary, added support teams and documents, and added sections 3.2.8 and 3.3.6. Updated terms, definitions and ECC Management Process/Flow.