2017 Emergency Operations Plan
With Functional and Hazard Annexes
Letter of Promulgation

Members of the University Community,

As Chancellor, I am committed to the safety and well-being of our University of Massachusetts Boston campus community.

This Emergency Operations Plan offers a comprehensive framework for emergency response and campus preparedness. It is designed to provide a tool to facilitate a timely, effective, efficient and coordinated emergency response.

Designed according to the National Incident Management System and Incident Command System, this plan is intended to be implemented in conjunction with ongoing training and awareness efforts as part of an integrated, collaborative approach to university preparedness.

This plan is reviewed and updated annually and is part of a larger Emergency Management and Business Continuity Program at UMass Boston.

This letter of promulgation recognizes the 2017 Emergency Operations Plan for UMass Boston. Please give this document your full attention and participate in safety awareness workshops and emergency response drills as they are made available to the campus community.

Sincerely,

J. Keith Motley, PhD
Chancellor, UMass Boston
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# Record of Changes

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<td>Changed CMP format to reflect NIMS/ICS.</td>
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<tr>
<td>Simplified, added references to Annex Plans.</td>
<td>All</td>
<td>2010</td>
</tr>
<tr>
<td>Reversed Incident levels.</td>
<td>Levels</td>
<td>2011</td>
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<td>Combined with “Crisis Book.”</td>
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<td>2013</td>
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<tr>
<td>Aligned to the AY schedule. Added new annexes, ESF designations.</td>
<td>All</td>
<td>2014</td>
</tr>
<tr>
<td>Appended EOC Activation Guide, Produced EOP Binders</td>
<td>All</td>
<td>2015</td>
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<tr>
<td>Added Functional and Hazard Annexes.</td>
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# Record of Distribution

- Chancellor’s Policy Group
- Emergency Management Team
- Emergency Preparedness and Enterprise Risk Advisory Committee
- Posted on the umb.edu/preparedness website
1. Executive Summary

This all-hazards Emergency Operations Plan (EOP) has been designed to meet the needs of all members of the UMass Boston community, including persons with access and functional needs. It has also been revised with the campus move to a 24/7 environment in mind.

This plan is part of the overall Emergency Management and Business Continuity Program for UMass Boston. The University of Massachusetts Boston has adopted an all-hazards approach to emergency preparedness, and is engaged in Preparedness, Prevention, Protection, Response, Recovery, and Mitigation. All phases are highly interconnected. The cycle as a whole is an ongoing process, just as the plan is a dynamic document that requires continuous updating. This plan addresses emergency preparedness in these distinct, yet connected, phases while at the same time focusing university efforts more generally to become more resilient, flexible, collaborative, and sustainable.

1.1 Types of Plans

There are different types of preparedness plans that work together to promote campus resilience.

- **Hazard Mitigation Plan**
  The campus Hazard Mitigation Plan, developed by Woodard and Curran, provides an assessment of hazards and risks faced by the UMass Boston campus. This plan was compiled with input from UMass Boston response departments and has been submitted for FEMA review.

- **Department Response Plans**
  Response departments (Public Safety, Environmental Health and Safety, Facilities, Information Technology) will have individual response plans and standard operating procedures within their respective departments. These support overall campus response.

- **Emergency Operations Plan**
  Campus-wide plan focused on emergency response and campus stabilization.

- **Evacuation Plans**

- **Continuity of Operations Plans**
  These plans are developed at the department level. Training and assistance are available to help departments plan for continuing essential functions despite disruptions to workforce, facilities, or utilities.

- **Personal Preparedness Plans**
  All members of the campus community are encouraged to familiarize themselves with emergency plans and to develop their own personal preparedness plans.
following guidance available from the American Red Cross, FEMA, MEMA and Ready.Gov.

- **Multi-Year Training and Exercise Plan**
  This plan outlines the training and exercise goals for the coming years. These goals are informed by the Hazard Mitigation Plan and Enterprise Risk Assessment for the campus.

- **Strategic Plan**

1.2 Policies

The following emergency management-related campus wide policies developed and maintained by the Office of Emergency Management and Business Continuity with oversight from the Emergency Management Leadership Group can be viewed in full via the Preparedness website (umb.edu/preparedness):

- Business Continuity Planning Policy
- Campus Closure Policy
- Evacuation Policy
- UMass Boston Alert System Policy

1.3 Working Committees and Stakeholder Input

The Office of Emergency Management and Business Continuity develops plans, policies and procedures with guidance and input from three critical groups:

- **Emergency Management Leadership Group**
  This workgroup meets bi-monthly and as needed to assess ongoing emergency preparedness plans, tasks and goals. Topics of discussion and tasks include upcoming exercises, reports, threat assessments, plans and policies. Membership is tied to leadership positions in the Incident Command System and critical campus emergency response areas. This is a working group.

- **Emergency Preparedness and Enterprise Risk Advisory Committee**
  Committee created to provide guidance for emergency management, business continuity and enterprise risk assessment activities on campus, tied to System-wide ERM undertakings and emergency preparedness initiatives. This committee meets twice each semester to assess and guide activities, provide feedback and input on key resilience initiatives. Membership includes representation of faculty, student government, and staff.
Columbia Point Preparedness Group
This committee meets twice per semester to allow for information sharing and collaborative planning by representatives of Columbia Point entities. Membership includes security and preparedness facilities staff from: BC High, Corcoran Jennison, Doubletree Hotel, Early Learning Center, EMK Institute, JFK Library, Massachusetts Archives and UMass Boston, as well as from Boston Police, Boston Fire, Boston EMS, and the Massachusetts State Police.

1.4 Standards

The Emergency Management and Business Continuity Program is guided by the following standards:

- Emergency Management Accreditation Program (EMAP) Standard
- National Fire Protection Agency 1600
2. Plan Foundations

2.1 Purpose

The UMass Boston EOP has been designed to assist administrators in times of campus emergencies. It focuses primarily on the response phase, providing a management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency affecting the university community. Current emergency procedures shall remain in place provided they do not conflict with the basic procedures and policies contained within this document.

2.2 Priorities

The priorities of the campus-wide Emergency Management and Business Continuity Program are as follows:

- **Protection of Life**
  The first priority is to protect and preserve human life, health and well-being. This includes the lives of all members of the campus community including students, staff, faculty and visitors, those with functional and access needs, participants in K-12 programs held on campus as well as those participating in off-campus travel-to-learn programs. If members of the community are adversely impacted by a campus emergency, addressing their essential needs is a related priority.

- **Incident Stabilization and Return to Normal Operations**
  Incident stabilization includes establishing order, setting a perimeter, isolating the scene as necessary, stopping the incident and preventing its spread. Stabilization includes restoration of utilities and essential functions of the campus. Response should seek to minimize disruption of scholarly and business activities; successful incident stabilization creates a foundation for efficient recovery.

- **Clear, Regular Communication**
  Outreach, awareness-building, and education are critical during the preparedness phase and emergency notification providing timely and accurate information is critical during emergency response and recovery phases. Beyond complying with Clery Act requirements for notification, the campus sets clear, accurate and regular communication as a priority. This may be achieved through the many modalities of the UMass Boston Alert System, Broadcast Emails, or other means as necessary. This effort is under the direction of Government Relations and Public Affairs and its Office of University Communications.

- **Functional and Access Needs: A Whole-Community Approach**
  This plan has been designed with the assistance of the Office of Diversity and Inclusion / ADA Compliance Office and Access Advisory Committee to meet the needs of all members of the UMass Boston community, including persons with disabilities, health concerns, and mental health difficulties. Other populations
have been taken into consideration, including schoolchildren and others who are visitors to our campus. Specifically, at each operational phase, the needs of community members with functional or access needs will be taken into consideration. Exercises and after-action reviews will include attention to efforts to meet the needs of persons with access and functional needs.

- **Protection of Resources, Facilities and the Natural Environment**
  Emergency response must seek to protect campus resources including library resources, university buildings and property as well as the natural environment from threats including hazardous materials. The achievement of these goals relies upon the consistent and disciplined planning, training, and exercising by an inclusive university-wide team, adherence to the plan itself.

### 2.3 Scope

This EOP is a campus-level plan that applies to all colleges, divisions, departments, programs, research centers, and administrative units of the University as well as campus visitors, conference participants and others on campus. It also acknowledges the planning and response efforts of our Columbia Point neighbors and our shared responsibility for preparedness.

The plan includes procedures for responding to a range of levels of emergency regardless of size, type or complexity. Departmental plans may be used to supplement the EOP, but do not supersede it, and where conflict arises, the university plan will take precedence.

Nothing in this plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan or its appendices. Individual departments within the university are encouraged to develop their own internal plans for department-specific emergencies. Where the University occupies space maintained by other entities, the emergency plans for those entities supersede this plan.

The university will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation and execution of its emergency response. This plan and organization shall be subordinate to State and Federal plans during a disaster declaration by those authorities. This plan is intended to ensure compliance with applicable state, local, and federal regulations and cooperation with first responders charged with disaster control.

### 2.4 Planning Assumptions

A number of planning assumptions inform this EOP. They include the following:

- **No-Notice Events**: An incident or event can occur with little or no warning, at any time, in any area of campus or near campus that can escalate more rapidly than the ability of any single department to address it.
• **Planned Events:** Some events, such as Presidential or other VIP visits, may provide some advance notice and opportunities to plan.

• **Preparedness:** Campus departments have existing emergency management resources, plans, and procedures in place.

• **State/Federal Assistance:** The state has resources and expertise that can be used to supplement local efforts. Federal assistance will be requested to support state and local efforts if an incident exceeds state and local capabilities.

• **Limited Resources/Capabilities:** Damages to Critical Infrastructure/Key Resources (CIKR) will likely diminish emergency response capabilities.

• **Terrorism as Evolving Threat:** International and domestic terrorism pose a unique, evolving, and challenging threat to major urban areas.

• **Response Roles:** Emergency functions performed by individuals and organizations will generally parallel their normal day-to-day functions.

• **Functions/Resources Prioritized:** Day-to-day functions which do not contribute directly to the emergency operation may be suspended for the duration of the emergency/disaster. Resources that would normally be required for those daily functions will be redirected to perform tasks in support of the emergency response.

• **Media Relations:** A large-scale emergency or disaster will generate widespread media and public interest. Media will need staging area and timely access to information. Social media reports will create rumor-control challenges.

• **Extended Disruptions:** A large-scale emergency or disaster may be a prolonged event that requires an extended commitment of resources.

• **Business Continuity:** Official notices may signal departments to activate continuity plans. Plans input in UMass Boston Ready will inform central response. Departments should keep continuity plans current.

**2.5 Situation Overview**

Part of the 5-campus UMass System, UMass Boston is the only public university in metropolitan Boston. Located on Boston Harbor, the University of Massachusetts Boston campus offers 193 academic programs through its 11 colleges and supports over 30 research centers and institutes, serving the most diverse student population in New England. The university is integral to the city and its neighborhoods as it reaches out through partnerships with the Boston Public Schools, local businesses, and community programs. Its diverse student body of over 16,000 includes returning Veterans, international students and people with functional needs. The campus currently does not have student housing on campus. Over 1,500 students live in nearby Harbor Point and Peninsula apartments as well as in Savin Hill and South Boston.
2.5.1 Master Plan

In 2009, the university unveiled a 25-year Master Plan, which outlines the development that will transform the campus into a cutting edge, sustainable, and attractive environment. Already underway in design and construction, the first phase of the master plan (2008 through 2017) includes the university’s first new academic buildings since its inception, rerouting the roads and utilities creating a safer and efficient campus that includes a new stretch of the Harbor Walk path that runs along the waterfront. Construction safety, roadway and pedestrian safety are critical priorities during this phase of change and campus improvement. The Department of Public Safety, Environmental Health and Safety, and Emergency Management work closely with the Office of Campus Master Planning and Facilities Management to address safety issues. Efforts include: improved signage, linking signage to the UMass Boston Alert System when practical, and inclusion of construction contractor supervisors in the campus alert system.

2.5.2 Hazard Mitigation Planning

In 2013, consultant group Woodard and Curran undertook a comprehensive hazard mitigation plan for the campus that took into account the massive new construction underway as well as a wide range of hazards and vulnerabilities including those related to the campus’s waterfront location. The comprehensive analysis identified risks including but not limited to winter storms, coastal storms, fire, flood, industrial accidents, a variety of criminal acts, utility disruption, lack of regional or local services, damage to facilities and inability of staff to reach campus.

2.5.3 System-wide Integration

The UMass System-wide Risk Council was renamed the Enterprise Risk Management Council in 2014 and began to widen the scope of risk management efforts at all campuses, including Boston. In 2016, the Emergency Management and Business Continuity Program expanded to include Enterprise Risk Management.

2.5.4 Local Community

The campus is located next to the John F. Kennedy Library and Presidential Museum and home to the Edward M. Kennedy Institute for the United States Senate. Over 1,500 students live in the nearby Harbor Point and Peninsula apartment buildings that lie between the main campus and the Bayside property, which is currently used for parking. The campus has worked collaboratively with its neighbors in the Columbia Point Associates and has served as a site for the 2012 Boston Police Urban Shield Exercise, the 2014 Boston Firefighter Funerals, and a 2013 Massachusetts National Guard exercise. It is connected to Massachusetts Emergency Management via Web EOC and the HHAN network. Representatives of the Columbia Point Associates are included on the UMass Boston Alert System and receive campus emergency alerts.

2.5.5 National Preparedness Mission Areas

This plan exists as part of the Emergency Preparedness Program seeks to reduce the loss of life and property and to protect the campus by planning, training, exercising,
evaluating and building the emergency management structure to engage the campus community. These activities reflect the National Planning Frameworks:

- **Prevention**: The prevention mission seeks to avoid, prevent or stop a threatened or actual act of crime or terrorism. Prevention actions are taken to prevent a threatened or actual incident from occurring.

- **Protection**: The protection mission seeks to protect the campus community by ensuring that a system is in place to warn of impending hazards. Protection focuses on ongoing actions that protect students, faculty, staff, visitors, networks, and property from a threat or hazard.

- **Mitigation**: The mitigation mission seeks to reduce or eliminate long-term risks to people and property from hazards and their effects.

- **Response**: The response mission seeks to conduct emergency operations to save lives and property. Response actions stabilize an emergency, establish a safe and secure environment, save lives and property, and facilitate the transition to recovery.

- **Recovery**: The recovery mission has as its focus a return to normal functioning. This mission is supported by the completion, development and maintenance of continuity plans at the department level.

### 2.6 Authorities

This plan is promulgated under the authority of the Chancellor and managed under the Vice Chancellor Administration and Finance at the University of Massachusetts Boston, guided by the policies of the University of Massachusetts President’s Office and the University of Massachusetts Board of Trustees.

### 2.6.1 Federal

- The Disaster Relief Act of 1974, PL 93-288 as amended.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended by PL 100-707.
- EO 12472 of April 3, 1984, Assignment of National Security and Emergency Preparedness Telecommunications Functions
- EO 12656 of November 18, 1988, Assignment of Emergency Preparedness Responsibilities.
• Presidential Policy Directive/PPD-21, February 12, 2013
• Higher Education Opportunity Act (PL-110-315) August 14, 2008

2.6.2 State

• Massachusetts General Laws, c. 21E
• Massachusetts General Laws, c. 40, §4J
• Massachusetts Executive Order #144, September 27, 1978
• Massachusetts Executive Order #242, June 28, 1984
• Massachusetts Executive Order #469, September 28, 2005
• Massachusetts Executive Order #490, September 26, 2007
3. Concept of Operations

3.1 Operational Phases

Operational phases are divided into Preparedness (including planning, mitigation, training, exercising and outreach efforts); Monitoring, Response, and Recovery. This approach groups together the areas of preparedness outlined by FEMA as undertaken during non-emergency response or recovery periods into one “Preparedness” phase. It assumes an active and engaged collection of efforts occurring at the Department, Campus and System level to promote readiness and resilience. This plan designates a separate “Monitoring” phase for periods when a potential threat is confirmed but not yet affecting the campus. During the response phase, actions are taken to respond to the emergency and minimize its impact on life or property. The primary purpose of actions taken after an emergency is to recover from impacts and return to full restoration.

<table>
<thead>
<tr>
<th>OPERATIONAL PHASES</th>
<th>Description</th>
<th>Command, Control &amp; Communications</th>
<th>Examples</th>
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<tbody>
<tr>
<td>Preparedness</td>
<td>During the preparedness phase, the university is engaged in planning, training, exercising, protection, mitigation, and outreach efforts.</td>
<td>Everyday, non-emergency operations.</td>
<td>Regular operations &amp; ongoing preparedness activities.</td>
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<tr>
<td>Monitoring</td>
<td>A specific threat has been identified or a major event is expected. The campus is actively engaged in monitoring information and ramping up to identify potential threats.</td>
<td>Emergency Response Team meetings. Policy Group Briefings. Communications as needed.</td>
<td>Pandemic exists elsewhere. Computer virus said to target universities.</td>
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<tr>
<td>Response</td>
<td>Responders are addressing the emergency, including whole community needs. Some continuity plans activated as necessary.</td>
<td>See Response Levels Table.</td>
<td>See Response Levels.</td>
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<tr>
<td>Recovery</td>
<td>Continuity plans activated. This phase will overlap with Response.</td>
<td>Command will likely shift as Response turns to Recovery.</td>
<td>Some activities resumed, others disrupted. Continuity plans activated.</td>
</tr>
<tr>
<td>Restoration</td>
<td>The university has been restored to ongoing preparedness.</td>
<td>Everyday, non-emergency operations</td>
<td>Regular operations &amp; ongoing preparedness activities.</td>
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3.2 Activation- Emergency Response Levels

This EOP proposes a 1-5 scale of emergencies, with Level 1 requiring routine emergency response. Most campus emergencies are ably handled at the department level with notifications as appropriate. Larger emergencies warrant immediate notification of the Chief of Staff and Policy Group by the Incident Commander (the senior responder to the emergency). If activation of this plan at a Level 2-5 is warranted, the Emergency Manager will assist in gathering campus response staff. If the emergency is at the level 4 or 5 scale, it is expected that the University would collaborate with State and Local partners. Level 2-5 emergencies are likely to impact or suspend normal university functions.

<table>
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<th>RESPONSE LEVELS</th>
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<td><strong>Description</strong></td>
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<td>3</td>
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**Level 1: Routine Response**

If the emergency is Level 1, the event is handled within the department and notifications are made through normal channels. For example, routine Public Safety calls are logged and communicated to campus leadership and available to members of the university community. IT News communicates to the campus community relative to IT emergencies that are handled routinely. There may be an email to the campus relative to a minor issue that was handled. Examples: Motor vehicle accident with injuries, burst pipe resulting in limited outages, patient with chest pains transported to hospital from UHS, minor chemical spill in lab. Certain Clery crimes committed on campus—DPS responds, Timely Warning sent.
Level 2: Multiple Departments, One Operational Period, Limited Impact
If the emergency requires multiple campus departments and poses a significant disruption to the campus, it should be considered a Level 2 with immediate notification to the Policy Group (Chancellor’s Cabinet) and involvement of Government Relations and Public Affairs. Typically, this level of emergency requires an immediate meeting to assess impacts and compile an incident action plan. Examples of this type of emergency include a major snowstorm or a utility outage of limited duration. The UMass Boston Alert System is typically engaged at this level emergency or higher to signal either campus closure or imminent danger. An incident initially considered Level 2 could be reassigned a higher level if conditions worsen. Examples: Minor snowstorms. Some utility outages.

Level 3: Campus-wide Impacts, Multiple Operational Periods
A Level 3 emergency involves both campus-wide impact and duration beyond one operational period/day. Response at this level requires a written action plan. The Emergency Operations Center may be activated. A Level 3 response may include just the Policy Group, the Incident Commander, Command Staff and the Operations Section. The Incident Commander and Policy Group determine which sections and personnel would be most helpful to activate for the needs of the particular emergency. At Level 3, Command is likely to be transferred to a Vice Chancellor to address campus-wide impacts. Examples: Hurricane causing significant damage, rendering classroom space unusable. Active pandemic affecting all departments, requiring ongoing surveillance, and large purchases.

Level 4: Unified/External Command
A Level 4 emergency includes the campus response of Level 3 but with heavy outside involvement, Unified Command and Joint Information Center for Public Information Officer (PIO) functions. Under Level 4, Campus ICS structure remains in place to ensure that the University’s interests are represented in response efforts. These interests include, but are not limited to:

- Health and well-being of members of the campus community
- Student/staff care
- Psychological first aid
- Relocation assistance for displaced students
- Other assistance as needed
- Preservation of university resources; instructional, research and business continuity
- Preservation of university reputation, need for communications and external relations
- Protection of university property

Examples: Major violent protest on campus, mass shooting, large building fire, limited terrorist act, severe flooding. An example of this type emergency would be a plane crash affecting the campus, a major violent protest on campus, or prolonged active shooter/hostage event involving significant outside agency response.
Level 5: Catastrophic Event
Level 5 emergencies are the most severe and include only the most serious citywide or regional disasters. For Level 5 emergencies, UMass Boston could not assume that local first responder agencies would be able to assist within normal response times. Examples: major terrorist incident affecting the city or region.

3.3 Plan Activation and Communications
Under the UMass Boston Alert Policy, the Department of Public Safety has the authority to issue the initial alert in cases of imminent danger to campus. Occasionally, the Office of Communications sends an initial alert for non-urgent initial notifications in case of weather closing and some utility outages.

Alerts will provide:
- Nature of incident
- Location of incident
- Protective actions to be taken.

All alerts are sent via multiple modalities so that people with functional needs have options. Alerts are currently sent via email, text, voice, social media, external loudspeakers, smartphone app, digital on-campus signage and some PC popups.

The initial responder may call for a building- or campus-wide evacuation or make other immediate on-scene decisions for safety.

For Level 2-5 incidents, the on-scene commander must signal Department leadership for activation of full university response. If a level 2-5 emergency is predicted, similar notifications would occur prior to the disruptive event so that the resources of the campus might be activated to meet the demands of the emergency.

The following chart outlines activation steps taken following initial activation. These steps include System Office notification, activation of Chancellor’s Policy Group and Emergency Operations Center.
Emergency Occurs
IMMEDIATE EVACUATION ORDER ISSUED
AND/OR ALERT SENT IF NECESSARY

Command Established

Level 1

Routine
department
response with
appropriate
notifications.

Level 2-5

Chancellor’s Chief of Staff, VCAF, Provost or VCSA
with IC will identify immediate concerns,
determine:
-Partial/full campus evacuation (if not already
called) or closure.
-Communications needs.
-Activation of EOC and staff/functions
required.
-Notification of entire Policy Group.
Schedule for next report and briefings

IC immediately contacts one of the following:
Chancellor’s Chief of Staff, VCAF, Provost, or
VCSA

IC then contacts PIO and provides a briefing of the
incident situation

IC continues to manage emergency per IC
position checklist, providing regular briefings
to Policy Group, PIO, with
support of Emergency Manager

PIO will:
- Determine need for immediate
  messaging and contact Chancellor’s
Chief of Staff with advice.
- Inform VCGRPA to activate Liaison
  function.
- Establish staffing necessary for PIO
  Office/JIC.
- Oversee social media, web and all
  communications related to the
  emergency.
- Coordinate with other PIOs from related
  agencies if necessary.

Chancellor’s Chief of Staff, VCAF, Provost, or VCSA contacts
Emergency Manager, who will:
- Assist with Chancellor’s Cabinet and
  President’s Office notifications.
- Gather needed Emergency Response Staff.
- Oversee activation of EOC if needed.
- Anticipate Continuity Plan activations.
- Staff Planning Section
- Produce Situation Reports and assist with
  Incident/Event Action Plans

AREAS OR LOCATIONS THAT MAY BE ACTIVATED DURING A CAMPUS EMERGENCY

Police Dispatch - Public Safety or EOC vehicle
On-Scene Command Post - Site of Physical Disruption
EOC CCR, Clark, or Campus Center Alumni Lounge
Policy Group - Cabinet Meeting Chancellor’s Office or TBD
First Responder Staging Area TBD
Media Staging Area TBD
PIO Office (JIC) Quinn 3 GRPA or Campus Center 354S
Family Reunification Area - Mt. Vernon
Call Center TBD
Media Briefing Area TBD

20
3.4 Incident Command System

The UMass Boston Emergency Management Program is structured in accordance with National Incident Management (NIMS), which integrates existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that enable a diverse set of public and private organizations to conduct effective incident management operations. It does this through a core set of concepts, principles, procedures, organizational structures (Incident Command System, multi-agency coordination, and joint information systems), terminology, and standards requirements applicable to a broad community of NIMS users.

To ensure interoperability and compatibility, NIMS is based on an appropriate balance of flexibility and standardization. It provides a consistent and flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

Incident Command is established as the senior responder from the appropriate response area. The incident commander self-identifies on scene and dons the appropriate vest if available to communicate his/her leadership to others.

Under ICS, the Incident Commander is the person directly in charge of incident stabilization, operating with the guidance and leadership of the Chancellor’s Cabinet serving as Policy Group for the response. The Policy Group is in regular contact with Incident Command and works with the PIO (Communications) and Liaison (Government Relations) to ensure that appropriate communications are maintained.
If the impacts of an emergency affect a broad range of campus functions, a Vice Chancellor may undertake Command, resulting in the previous Incident Commander (from the response department) would undertake leadership of the Operations Section. On-scene command remains with the initial response department. The Vice Chancellor oversees consequence management and larger policy and business continuity challenges, communicating up to the Policy Group and Chancellor’s Office.

The Incident Command System allows the campus response to be organized into sections focused on separate but related activities, all reporting up to the Incident Commander, who in turn, works with the Chancellor’s Policy Group to stabilize the situation and ensure continuity of operations.

The ICS sections are as follows:

- **Operations** – The group of staff supporting tactical response. Implements the Incident Action Plan and is engaged in current response. Staff leadership and makeup of the Operations Section depends on incident type. A Facilities incident will require a Facilities Operations Section Chief, for example.

- **Planning** – Responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. Maintains situational awareness and plans for the next operational period. Takes into consideration long-term impacts and needs that will emerge in future. Makeup of the Planning Section will reflect not only staff from key response area but also those representing a wide range of campus concerns, including representation from Academic and Student Affairs as well as technical experts as needed.

- **Logistics** – Provides overall management of resource and logistical support needs, such as meals, IT-communications, space, purchasing, and other logistical needs of the response.

- **Finance and Administration** – Tracks paperwork, purchases, and labor costs. Addresses issues pertaining to contracts, leases, and fiscal agreements.

Incident Command is flexible. The Incident Commander activates one or more of these sections only as needed. The Incident Commander activates one or more of these sections only as needed.

### 3.5 Emergency Support Function (ESF) Structure

If Incident Command is not activated, the campus response may be based on Emergency Support Functions (ESFs), which correspond closely to department functions. Please see Section 4: Organization and Assignment of Responsibilities for further guidance. If ESFs are used in place of ICS Sections, the Command positions of ICS remain: Incident Commander (IC), Deputy IC, PIO, Liaison, etc.
3.6 Space Needs
Spaces used on campus for emergency response may need to be marked as in use or otherwise unavailable. Other areas may need to be identified as off-limits. The Customer Service Center will provide signage as requested. Department of Public Safety will provide perimeter security. Campus emergency response requires space needs for coordinated emergency management.

<table>
<thead>
<tr>
<th>ENTITY</th>
<th>PRIMARY</th>
<th>BACKUP</th>
<th>OFF-SITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Operations Center</td>
<td>Chancellor’s Conference Room</td>
<td>Clark Center</td>
<td>Franklin Street</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Campus Center Alumni Lounge</td>
<td>UMA Mobile</td>
</tr>
<tr>
<td></td>
<td></td>
<td>UHall TEAL Classroom</td>
<td></td>
</tr>
<tr>
<td>Policy Group/PIO</td>
<td>Chancellor’s Office</td>
<td>Campus Center Faculty Club</td>
<td>Franklin Street</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PIO Offices</td>
<td>Quinn 3</td>
<td>Campus Center Options</td>
<td>Virtual</td>
</tr>
<tr>
<td></td>
<td></td>
<td>UHall Classroom Space</td>
<td></td>
</tr>
<tr>
<td>Call Center</td>
<td>Telecom</td>
<td>Campus Center</td>
<td>Vendor</td>
</tr>
<tr>
<td>Family Meeting Area</td>
<td>Campus Center Options</td>
<td>Ryan Lounge</td>
<td>Doubletree, Bayside</td>
</tr>
</tbody>
</table>

- **Incident Command Post**
  There may be an on-scene Incident Command Post (ICP). The location of the ICP depends on the location of the emergency. The Incident Commander on scene should be identified.

- **Emergency Operations Center (EOC)**
  The Emergency Operations Center provides a central clearing/control point to assess the emergency situation, set priorities, and coordinate the disaster response operations. The University of Massachusetts Boston has identified the Chancellor’s Conference Room in the Quinn Building to function as the campus Emergency Operations Center. Backup locations include Campus Center rooms, as arranged by Campus Center Response Team. Depending upon the scope of the crisis, alternate locations may be sought at the President’s Office, or from another location to be determined. In addition to IT resources to support response, the EOC facility should include facilities necessary for a 24/7 response, including cots, and access to kitchen and shower facilities.

- **Policy Group**
  The Policy Group requires a private meeting space with adequate IT resources, with special attention to media monitoring and communications requirements. The Policy Group will meet in the Chancellor’s Office in the Quinn Building. Backup locations include Campus Center meeting rooms or space in the Clark Athletic Center. Depending upon the scope of the crisis, alternate locations may be sought at the President’s Office, or from another location to be determined. In addition to IT resources to support response, the EOC facility should include facilities necessary for a 24/7 response, including cots, and access to kitchen and shower facilities.
• Family Meeting Area
If an area is needed for families of students affected by an emergency, Student Affairs would direct this with the support of the Logistics Section.

• Staging Areas
The Incident Commander will establish Staging Areas, which are temporary locations where response personnel and equipment are kept while waiting for tactical assignments. He/she will also need to identify a Media Staging area in coordination with the PIO.

3.7 Deactivation and After Action Reporting Process
The Incident Commander determines when the EOC team can be deactivated. All documentation of the incident should be collected for potential future reimbursement by the Finance and Administration Section.

After the incident has been resolved, a debrief will be held with all response staff and, if appropriate, a larger group including the Safety and Emergency Preparedness Advisory Committee, as well as other campus stakeholders. An After Action Report will be produced following every campus emergency or disruption at level 3 or higher. An After Action Report will be produced for selected Level 2 emergencies as warranted. Please see section below for description of Emergency Response Levels.
4. Organization and Assignment of Responsibilities

4.1 Advisory Level
The Emergency Preparedness and University Risk Advisory Committee is a cross-campus group comprising staff, faculty and selected student leaders. It meets once each semester to assess and guide safety and emergency preparedness activities. Emergency Response Team members attend these meetings each semester to answer questions and report on ongoing activities. A smaller group, the Emergency Management Leadership Group is composed of emergency response leadership. This group develops and approves policies, plans and procedures.

4.2 Emergency Response Personnel
During a campus emergency, different categories of staff may be working during a campus closure:

- A Policy Group that provides leadership and executive decision-making
- Emergency Response Staff
- Continuity Critical Personnel. Not directly part of the campus-wide response, these individuals are named in department-specific continuity plans as required to complete critical department functions.

4.2.1 Chancellor’s Cabinet – Policy Group
By providing leadership and support of campus wide preparedness and safety efforts, the Cabinet serves as a critical component of campus preparedness and resilience. During declared emergencies, the Cabinet also serves as the Policy Group under Incident Command System.

- Chancellor
- Chancellor’s Chief of Staff
- Provost and Vice Chancellor for Academic Affairs
- Vice Chancellor for Administration and Finance
- Vice Chancellor for Student Affairs
- Vice Chancellor for Athletics Special Projects and Programs
- Vice Chancellor for Government Relations and Public Affairs
- Vice Chancellor for Enrollment Management
- Vice Chancellor for University Advancement

If an emergency is significant in scope and its related impacts extend beyond the capabilities of a single department, this Emergency Operations Plan allows for Command to be shifted to a Vice Chancellor. If a Vice Chancellor assumes command, the previous Incident Commander assumes leadership of the Operations Section if ICS groups are activated. Otherwise, the former Incident Commander represents the appropriate Emergency Support Function.
4.2.2 Emergency Response Leadership:
Membership in the Emergency Management Leadership Group is tied to leadership positions in the Incident Command System. The identity of the Incident Commander depends on the nature of the emergency. Please see chart below. If the department director is not available, his or her deputy or second in command would serve as Incident Commander. If both are available for an emergency, the second in command serves as Deputy or relief for multiple operational periods. The IC will be the individual with the specific skills, knowledge base, and training needed to respond to the specific situation. Please see chart below:

<table>
<thead>
<tr>
<th>Incident Commander</th>
<th>Type of Emergency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety Chief</td>
<td>Criminal</td>
</tr>
<tr>
<td>Assistant VC – Facilities</td>
<td>Facilities, Utility Outages, Construction, Flooding, Weather</td>
</tr>
<tr>
<td>UHS Medical Director</td>
<td>Pandemic</td>
</tr>
<tr>
<td>Vice Chancellors Student Affairs</td>
<td>Student</td>
</tr>
<tr>
<td>Chief Information Officer</td>
<td>IT - Cyber</td>
</tr>
<tr>
<td>Unified: Risk/GLOBAL Programs</td>
<td>International Emergency</td>
</tr>
</tbody>
</table>

The following positions serve as Command Staff supporting Incident Commanders as needed whatever the type of emergency. Again, the second-in-command staff member serves as deputy if the primary identified below is unavailable. For example, if the EHS Director is not available, the Deputy Director of EHS serves in his place.

<table>
<thead>
<tr>
<th>Campus Position</th>
<th>ICS Command Staff Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>EHS Director</td>
<td>Safety</td>
</tr>
<tr>
<td>Director of Communications</td>
<td>Public Information</td>
</tr>
<tr>
<td>Assistant VC – Community Relations</td>
<td>Liaison</td>
</tr>
<tr>
<td>Associate Vice Chancellor for Academic Affairs</td>
<td>Faculty Liaison</td>
</tr>
<tr>
<td>Sr. AVC Student Affairs</td>
<td>Student Liaison</td>
</tr>
<tr>
<td>Emergency Manager,</td>
<td>EOC Manager</td>
</tr>
<tr>
<td>Assistant Emergency Manager</td>
<td></td>
</tr>
</tbody>
</table>

4.2.3 Emergency Response Staff
Other staff are identified by name as having a response role in the Emergency Response Staff Phone List. These individuals provide support to the campus response either as representatives of Emergency Support Functions (ESFs) or working within ICS sections.

4.2.4 Continuity Critical Personnel
These are staff designated as critical in approved department continuity plans. These staff may be called in immediately or later in the disruption, according to the Tier status of the function they perform. Someone identified as Tier 1 Critical must report immediately (either in person or virtually, as specified within the continuity plan) while someone associated with a Tier 3 function may be required to work after two days. Staff identified in continuity plans must be informed of their status and expect to be called to perform their respective functions according to the department continuity plan.
Levels of Criticality:

- **Tier 1: 0 to 24 Hours** – These functions include those with the direct and immediate effect on the Department / University to preserve life, safety, property and have an effect on damaging the University’s reputation. (Examples: utility plant management, public safety, animal feeding, IT security.)

- **Tier 2: 24+ Hours to 72 Hours** – These functions are necessary for Department / University core functioning. They must be restored within 72 hours. (Examples: depending on calendar, could include payroll, grades)

- **Tier 3: 72+ Hours to 1 Week** – These functions support Department / University objectives and have great consequences if paused for more than one week. Must be restored sooner than 7 days. (Examples: depending on calendar, could include admissions letters, mailings, certain repairs.)

- **Tier 4: 1 Week+ to 30 Days** - These functions are not critical for core functioning of the Department / University and may pause for a week but must restart within 30 days. (Examples: depending on calendar, could include event scheduling, certain correspondence, long-term planning meetings.)

4.3 Emergency Support Functions

This EOP implements a hybrid form of ICS that includes Emergency Support Functions and allows for EOC organization by ESF or by ICS group, based on the needs of the incident. UMass Boston response departments can be seen as fulfilling what are known as “Emergency Support Functions” or “ESFs.” If ESF designations are used, the Command-Level ICS positions of PIO, Liaison and Safety Officer are maintained whether staff are organized by ESF or ICS Sections.

The UMass Boston EOC Activation Guide includes a chart showing commonly-recognized ESFs, the relevant UMass Boston Departments and corresponding outside agencies. Each ESF has a primary university department identified as the lead department to provide that support function, and one or more supporting departments to provide additional support and resource. The ESFs provide a structure for coordinating interdepartmental support for response to an incident. Most commonly used ESFs are listed below, listed by department.
<table>
<thead>
<tr>
<th>Department/Unit</th>
<th>ESF</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>ESF-17 Academic Affairs</td>
<td>Academic continuity. Alternate learning spaces, shift to online spaces. Determinations about credit/grade issues. Communications to/through Deans and Faculty.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>ESF-20 Finance and Resource Management</td>
<td>Documentation of emergency-related costs, including time, receipts for expenditures and all related costs. Emergency Procurement Payments and Processing Reimbursement Resource acquisition and tracking.</td>
</tr>
<tr>
<td></td>
<td>ESF-6 Foodservice, Mass Care &amp; Housing</td>
<td>Provide foodservice during emergencies. Coordinate provision of temporary shelter through the City of Boston.</td>
</tr>
<tr>
<td></td>
<td>ESF-14 Recovery</td>
<td></td>
</tr>
<tr>
<td>Environmental Health and Safety</td>
<td>ESF-10 Hazmat</td>
<td>Initial response to chemical spills and hazardous materials releases, working with Boston Fire for larger chemical emergencies. Safeguard animals on campus during campus emergencies as set forth in the IACUC Disaster Recovery Plan.</td>
</tr>
<tr>
<td></td>
<td>ESF-11 Animal Care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ESF-12 Energy/Utilities</td>
<td></td>
</tr>
<tr>
<td>Department/Unit</td>
<td>ESF</td>
<td>Actions</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>GRPA</td>
<td>ESF-15 Public Information</td>
<td>Activate Campus Crisis Communications plan, overseeing all communications related to incident including media relations, social media and information-line communications.</td>
</tr>
<tr>
<td>IT-Telecom, Networking</td>
<td>ESF-2 IT Communications</td>
<td>Phone and network connectivity. Assist with EOC, Call Center setup when necessary and relocation of office spaces as needed.</td>
</tr>
<tr>
<td>Parking and Transportation - Campus Services</td>
<td>ESF-1 Transportation</td>
<td>Raise parking gates for evacuation. Rally additional buses and/or shift bus routes as needed for evacuation. Notify MBTA when necessary. Assist with staging areas in parking lots if required.</td>
</tr>
<tr>
<td>Public Safety</td>
<td>ESF-13 Public Safety &amp; Security</td>
<td>Respond to law enforcement emergencies. Coordinate law enforcement response on campus working with outside agencies. Receive and disseminate intelligence related to emergencies. Provide security to response, maintain perimeters, provide executive protection. Provide search and rescue in coordination with other local responders in accordance with levels of training.</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>ESF-18 Student Affairs</td>
<td>Address student welfare needs. Communications to/through Student Government, clubs, activities.</td>
</tr>
<tr>
<td>University Health Services</td>
<td>ESF-8 Public Health &amp; Medical</td>
<td>Provide public health response for medical emergencies including pandemic flu and other outbreaks. Provide emergency mental health counseling. Family Assistance Center Provide first aid and emergency care for campus events and emergencies supplementing Boston EMS if necessary.</td>
</tr>
</tbody>
</table>

### 4.4 Incident Command System

If an Incident Commander determines that dividing staff into ICS sections is needed to facilitate response, ESF representatives will be divided into Operations, Planning, Logistics and Finance/Administration. The Incident Commander (IC) manages all emergency activities, including development, implementation, and review of strategic tactical decisions.

#### 4.4.1 The Incident Commander:

- Works with the Emergency Manager to determine the organization of the emergency response effort, and staffing.
4.4.2 The Public Information Officer (PIO)

The PIO is responsible for relaying incident related information to members of the university community, the media and the public at large. The PIO:

- Has the authority to issue follow-up alerts via the UMass Boston Alert System
- Will provide the Chancellor’s Policy Group with guidance relative to official university statements.
- Will provide scripts for those answering university phone lines including those in a call center.
- Will monitor social media and provide any actionable media to the IC.

4.4.3 Safety Officer

The Safety Officer monitors, evaluates and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel. The Safety Officer is responsible for developing the site safety plan and safety directions in the Incident Action Plan (IAP).

4.4.4 Liaison Officers

The Liaison Officers are responsible for coordinating with external partners, such as city, county, state, or federal agencies, and public and private resources groups, as well as internal university groups.

- The GRPA Liaison Officer will interact with political and community representatives.
- The Public Safety Liaison Officer will interact with first-responder agencies.

4.4.5 Operations Section

The Incident Commander will designate the Operations Section Chief. Operations Section Chiefs will be assigned based on the type of incident.
The Operations Section is responsible for managing all incident specific operations of an emergency response, including:

- Developing operational components of the IAP.
- Determining needs and request additional resources.
- Reporting information about special activities, events, and occurrences to the IC.

4.4.6 Planning Section

The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. They are responsible for the development, maintenance and distribution of the Incident Action Plan (IAP).

4.4.7 Logistics

The Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.).

4.4.8 Finance Section

The Finance Section is responsible for purchasing and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation for future reimbursements.
5. Direction, Control and Coordination

5.1 Monitoring Phase

Prior to a campus emergency, during what the EOP refers to as the Monitoring Phase, a member of the Emergency Management Leadership Group will notify the Chief of Staff, VCAF, VCSA and Provost of any potential threat that could quickly escalate and become a campus emergency. Although no immediate campus closure would be required at this time, there would be a discussion and assessment of the threat and a determination of potential future response actions. This could occur for any event that would provide notice, such as an emerging cyber-threat targeting higher education institutions, a spreading pandemic, or any serious issue occurring at other similar campuses. This also occurs in the case of weather emergencies such as hurricanes and blizzards.

5.2 Plan Activation Triggers

When an emergency occurs, the Incident Commander on scene must determine the seriousness of the emergency and whether senior leadership must be notified immediately. For emergencies at Level 1, normal everyday operating procedures apply.

The following are triggers for an Incident Commander to notify senior leadership and seek to activate campus-wide response. These are also triggers for the Emergency Manager to notify the System Office:

- Any time the campus must be evacuated
- Threats that endanger any faculty, staff or student
- Any widespread outbreak of disease or illness
- Catastrophic physical damage to UMass property, land or structures
- Any situation where death, dismemberment, or severe bodily injury occurs
- Any structure collapse, fire, explosion, or dangerous and unusual pollution or contamination
- Any situation where faculty, staff or students are being evacuated for an extended period of time
- Acts of kidnapping or extortion
- Acts of infant or child abuse
- Any emergency situation which involves a large number of faculty, staff, or students
- Any suspected security exposure of confidential/personal information
- Any computer intrusion, theft, or incident resulting in law enforcement involvement
- Any situation that is likely to gain the attention of the news media.

5.3 Campus Evacuation and Closure

A campus evacuation may be called immediately for the safety of the campus community. Please see the Evacuation Policy for complete information. Key points include:
• An evacuation is to be understood as different from a campus closure.
• Campus closure is declared by the Policy Group based on information provided by members of the Emergency Management Leadership Group.
• A campus closure does not require immediate departure from campus but rather a controlled exit within an hour; parking gates are not lifted.
• A building or campus evacuation may be called by Public Safety officials without consultation with the Policy Group for the safety of the campus community.
• A single building evacuation does not necessitate a campus-wide evacuation.
• In a campus-wide evacuation, all must leave immediately for safety; parking gates are lifted.
• A campus closure is determined by members of the Policy Group per the Campus Closure Policy.

5.4 Declaration of Campus Emergency

A state of emergency is declared when the Incident Commander and specified Policy Group representative (Chief of Staff, VCAF, VCSA or Provost) determine that the emergency exceeds the capabilities of one office and requires a broad, university-wide response at levels 2-5 on the University’s Emergency Levels Chart. Through this declaration, the Policy Group activates the resources of the campus emergency response team and Emergency Operations Center.

5.5 Notifications

Following the UMass Boston Alert System Policy, alerts may be sent by Public Safety to signal an imminent confirmed threat to the campus community. Other alerts relating to a campus emergency or threat to safety may be sent by the Communications Office performing the PIO function.

If the campus emergency involves campus closure, notifications will follow the protocol listed in the Campus Closure policy.

In case of a Campus Emergency, the Policy Group will be notified by the Chancellor’s Office with the assistance of the Emergency Manager. The Policy Group may gather within fifteen minutes of the initial declaration, either by conference call or in person at a safe location on campus or downtown at the System Office. The Emergency Manager will notify the President’s Office of any Campus Emergency declaration.

Internal notifications to Policy Group and Emergency Response Team members will make clear the following:

• Nature and impact of emergency
• Identity of the Incident Commander
• Identity of the Public Information Officer (PIO) on duty
• Location of the Incident Command Post
• Location of the Emergency Operations Center (if activated)
• Next steps
• Time of next conference call or meeting
As the emergency continues in duration, a regular schedule to discuss campus open/closed status will be established at regular intervals as appropriate, following the morning schedule established for weather emergencies, but also including midday and 8pm conferrals unless otherwise indicated.

5.6 Emergency Operations Center

Emergency situations that require extensive coordination of resources, personnel, and information sharing will be managed in part or in full from the Emergency Operations Center (EOC).

The Emergency Operations Center is the facility where emergency response and recovery activities are planned, coordinated, and delegated. The EOC will allow for a common operating picture and

5.7 Emergency Response Team

At the time an emergency is declared, the Incident Commander and Policy Group representative will identify key staff required for response. They may identify which Emergency Support Functions (ESFs) will be required to meet the needs of the emergency. Please see the previous section for a listing of ESFs.

The IC and Policy Group representative may also determine whether Incident Command System Sections will be formed and consider which staff will be needed for:

- Operations Staff to support tactical response
- Planning Staff to maintain situational awareness and anticipate future needs
- Logistics Staff to provide supplies, food, and IT connectivity; and
- Finance Staff to help anticipate reimbursement documentation needs and assist with A&F purchasing or contractual issues.

5.7.1 External Responders/Agencies

Boston Fire Department and Boston EMS are the first responders for fires and medical emergencies. Depending on the emergency, federal law enforcement agencies may respond to assist campus police. Mass casualty events would be handled at the State level. The University does not currently have the ability to provide mass care shelters. Individuals requiring shelter would be directed to City of Boston or Red Cross shelters.

For external responders involved in a Level 4-5 emergency on our campus, Unified Command would be put into place. External responders are likely to use an ICS structure and nomenclature. All Incident Commanders and Deputy Incident Commanders who may work with external first responders are encouraged to be trained through ICS 400. The Office of Emergency Management and Business Continuity will coordinate all ICS training requested. This training is free to university staff.
5.8 Information Collection, Analysis and Dissemination

5.8.1 Information and Planning

During an emergency, the effective and efficient management and distribution of critical information is essential. One of the primary purposes of the emergency operations center is to centralize the information management process and to conduct incident action planning. The Planning Section is responsible for all data collection, documentation, reporting, and dissemination. The Emergency Manager staffs the Planning Section. Information is obtained from the Incident Commander or staff on scene as well as from efforts to gather information within the Planning Section (by the Emergency Manager or others tasked to assist the IC) and via the PIO Office’s Social Media expert.

5.8.2 Detection and Monitoring.

One of the keys to emergency response is to recognize that one is occurring or impending. Based upon the hazard identification in this plan, there are a number of detection and monitoring activities that are ongoing to ascertain an impending or occurring threat.

5.8.3 Alert, Notification, Warning, and Emergency Public Information.

The UMass Boston Alert System will send emergency alerts to all active UMass Boston e-mail accounts. In order to receive text or voice alerts, users must enter cell phone information into the system. Alerts are also sent to campus TV screens, some university computer screens, and the UMass Boston Facebook and Twitter social media accounts. Immediate warning alerts are issued by Public Safety. Other messages are sent by the Department of Communications performing the PIO function.

5.8.4 Needs, Damage and Situational Assessment.

Following an emergency or disaster, there is a need to assess the damages and ascertain immediate needs of survivors as soon as possible. For purposes of this Plan, the responsibility for needs and damage assessment rests with each participating Emergency Management Team entity to assess damages and needs pertinent to their area of expertise. For example, Facilities is responsible for conducting a damage assessment on all structures, infrastructure, etc. Housing will conduct a damage assessment on its facilities. Student Counseling Center and the Employee Assistance Program will ascertain the mental health needs of its survivors.
5.9 Incident Action Plan (IAP) Process

The IAP is a written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period. The IAP is developed through the incident action planning process. The IAP is a directive, “downward-looking” tool that is operational at its core; it is not primarily an assessment tool, feedback mechanism, or report. However, a well-crafted IAP helps senior leadership understand incident objectives and issues.

The “Planning P” (image, right) follows five phases. Once initiated, it becomes the “Operational O” and provides for ongoing planning and evaluation.

Phase 1: Understand the Situation
This is the initial phase that includes the steps outlined in the chart on page 20. These steps include initial notification, response and assessment, briefing, and initial meeting of response team.

Phase 2: Establish Incident Objectives
Incident Objectives are established. A full meeting of the Command and General Staff (EOC) is held to establish and approve objectives.

Phase 3: Develop the Plan
An Operations/Tactics meeting covers the plan for the tactical response.

Phase 4: Prepare and Disseminate the Plan
The Incident Action Plan is prepared and approved. This begins a new Operational Period.

Phase 5: Execute, Evaluate, and Revise the Plan
This phase includes an Operations briefing, the execution of the plan. Once executed, the plan is assessed and revised as needed.

Following Phase 5, the process cycles back to revisit Incident Objectives, starting the cycle again from Phase 2.
6. Training and Exercises, Authorities, and Plan Maintenance

6.1 Training and Exercise Cycle

Integrated into the ongoing timeline for emergency planning is a multi-year training and exercise program. The University’s training and exercise programs are administered by the Office of Emergency Management and Business Continuity, in coordination with the University of Massachusetts Boston Department of Public Safety and local emergency response agencies. Exercises are conducted according to the framework and standards set by the DHS/FEMA Homeland Security Exercise Evaluation Program (HSEEP).

The training and exercise program follows the building block approach of working towards complexity through incremental steps, from seminars workshops and tabletop exercises and drills to functional and full-scale exercises.

6.2 Department- or Committee-Specific Exercises

The Office of Emergency Management and Business Continuity works collaboratively with departments to create targeted exercises to enhance preparedness. Groups that have done Tabletop Exercise (TTX) include: the Campus-wide Safety Committee, Chancellor’s Cabinet, IT Department, Student Clubs, Communications Department, Campus Center Staff, and Academic Council.

6.3 Major Exercises

Major Exercises held on campus:
- 2012: UMass Boston Full Scale Exercise (Campus Center)
- 2012: Urban Shield 2012 (McCormack, Fox Point Dock)
- 2013: Massachusetts National Guard Haz-Mat Drill
- 2013: UMass Boston Full Scale Exercise (UHS)
- 2014: FEMA IND TTX
- 2014 UMass Boston “Healey Prepared” Full Scale Exercise
- 2015 “Campus Center Prepared” Full Scale Exercise
- 2016 UMass System Wide Tabletop
- 2016 ICI Access and Functional Needs Drill
- 2016 Wheatley Prepared Access and Functional Needs Exercise

The office also works with external first responder agencies to supply actors and assistance for their exercises. UMass Boston staff and students participated in emergency exercises held offsite by Tufts University, Boston College, Massport, Cambridge Hospitals, and MassDOT as actors and/or exercise support staff.

6.4 Plan Development and Maintenance

This plan will be reviewed annually in November and updated as appropriate.
Appendix A – Definitions and Acronyms

AAR – An After Action Report is a document compiled by the Office of Emergency Management and Business Continuity for all major incidents to document strengths, opportunities for improvement, and lessons learned.

ALS – Advanced Life Support

ARC – American Red Cross

Command Staff – Liaison, Safety, and Public Information Officers and EOC Coordinator.

Continuity Plan – A continuity plan is a department or unit plan intended to enable the continuity of critical functions carried out by a particular department or unit.

Emergency Response Level – Level indicating severity of campus emergency. 1 is a routine emergency response. 5 is catastrophic.

EMLG – Emergency Management Leadership Group: This committee meets bi monthly and as needed to assess ongoing emergency preparedness plans, tasks and goals. Topics of discussion and tasks include upcoming exercises, reports, threat assessments, plans and policies. Membership is tied to leadership positions in the Incident Command System and critical campus emergency response areas.

EOC – Emergency Operations Center. A physical location where the Emergency Management Team meets to establish and carry out response strategies and tactics, communicate situation status, deploy resources, coordinate department response and initiate the recovery process.

EOP – Emergency Operations Plan

EPERAC – Emergency Preparedness and Enterprise Risk Advisory Committee

Emergency Preparedness and University Risk Advisory Committee Committee created to provide guidance for emergency management, business continuity and risk assessment activities on campus. Meets each semester to assess and guide activities, provide feedback and input on key resilience initiatives.

Evacuation – Organized, phased, and supervised withdrawal, dispersal or removal of people from dangerous or potentially dangerous areas and their reception and care in safe areas.

Event – A planned non-emergency activity that may require operational safety plans and involvement of emergency management resources.

Exercise – Activity designed to promote emergency preparedness.
**General Staff** – A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff typically consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**GIS** – Geographic Information System

**Hazard**: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**HAZMAT** – Hazardous Material

**IAP** – Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**ICP** – Incident Command Post: The field location at which the primary tactical-level on-scene incident command functions are performed. The ICP is distinguished from the EOC. If the Incident Commander is present in the EOC, he or she must establish a Deputy on site.

**ICS** – Incident Command System is a flexible, scalable, standardized emergency management system designed to provide the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents. It is used by higher ed emergency management as well as by first responder agencies.

**IC** – Incident Commander is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations. The IC role may be transferred during escalating major incidents. If multi-agency response under Unified Command, UC, or Unified Command directs response.

**JIC** – A Joint Information Center is established to coordinate all incident-related public information activities of all response agencies and affected entities. The UMass Boston PIO establishes the JIC for any multi-agency response event involving significant media relations activities.

**Liaison Officer** – At UMass Boston, there are two levels of Liaison Officer. At the Policy Group Level, there is a Liaison Officer who maintains communications with stakeholders, elected officials and leadership of neighboring entities. At the operations level, a Public Safety Liaison Officer maintains coordination with representatives from cooperating and assisting agencies.

**Management by Objective** – A management approach that involves a four-step process for achieving the incident goal. It includes: Establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and
directing efforts to fulfill them in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**NIMS** – National Incident Management System is mandated by HSPD-5. It provides a consistent, nationwide approach for Federal, State, Local, and tribal governments, the private sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility, NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System, Multi-agency Coordination Systems, training, identification and management of resources, qualification and certification, and the collection, tracking, and reporting of incident information and resources.

**Operational Period** – The time scheduled for executing a given set of operation actions as specified in the Incident Action Plan. Operations periods can be of various lengths, though not longer than 24 hours. They are established by the Incident Commander.

**PIO** - Public Information Officer is the individual who has the authority to speak to members of the media on behalf of the campus and lead up the campus crisis communications response.

**Planning Meeting** – A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Unified Command** – An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated leadership representatives serving in the Unified Command Post (UCP).
Functional Annex Plans
Functional Annex 1 - Continuity

1. Purpose

The purpose of this functional annex is to address continuity of critical campus functions.

2. Situation and Assumptions

While some university departments are tasked with emergency response, most departments must respond to emergencies by evacuating or otherwise following the instructions of first responders. When an emergency takes place and the campus is closed or has limited access, departments must refer to their individual continuity of operations plans.

3. Concept of Operations

During an emergency, individual departments will be notified regarding campus or office space status. During other emergencies, campus may be open but staff may be reduced due to public health emergency. Depending on the emergency, continuity plans may require activation. Communications during a campus disruption may direct departments to activate continuity plans.

Continuity of operations will be dictated by department. Academic (Instructional and Research) continuity will be directed by the Provost's Office. IT disaster recovery will be directed by Information Technology Services.

4. Organization and Assignment of Responsibilities

Administrative Departments: Develop and maintain continuity plans with support from Emergency Management.

Academic Departments: Develop and maintain continuity plans under the direction of the Provost’s Office.

Emergency Management: Provide ongoing training and leadership of continuity planning resources, best practices, and use of UMass Boston Ready System. Run reports for Chancellor’s Policy Group and Incident Command based on continuity plans in system.

Information Technology Services Departments: Develop and maintain continuity/ITDR plans under the direction of ITS leadership.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office. Will request reports on continuity of operations activation and campus resilience.
5. Administration and Logistics

Continuity plans are maintained in UMass Boston Ready system.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Business Continuity Policy
Department Preparedness Checklist
Faculty Preparedness Checklist
Research Preparedness Checklist
Provost’s Communication to Faculty regarding Academic Continuity
Functional Annex 2 - Direction and Control

1. Purpose

The purpose of this annex is to outline the basic direction and coordination of emergency response.

2. Situation and Assumptions

The campus has an all-hazards Emergency Operations Plan that provides a framework for campus response following the Incident Command System and National Incident Management System.

Depending on the type of emergency, a number of departments and individuals are engaged in emergency response. Response departments could also include external agencies.

According to the Emergency Operations Plan, Command of an incident is dependent upon the type of emergency. Please see table below. Escalation to the VC level command occurs when the demands of campus response exceed the scope of the initial response department and involve significant and broad-based response, continuity of operations requirements, reputational considerations and cascading impacts. If a VC becomes involved in overall response, the initial response department maintains command on scene. It is imperative that all staff on scene follow the direction of the Incident Commander.

There should be clear notification to all response staff to inform them of the identity of the overall Incident Command and also Command on Scene.

<table>
<thead>
<tr>
<th>Emergency Type</th>
<th>Incident Commander, Initial Phase</th>
<th>Incident Commander Second Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal</td>
<td>Department of Public Safety</td>
<td>VCSA or alternate VC</td>
</tr>
<tr>
<td>Student</td>
<td>Student Affairs</td>
<td>VCSA or alternate VC</td>
</tr>
<tr>
<td>Weather</td>
<td>Facilities Management</td>
<td>VCAF or alternate VC</td>
</tr>
<tr>
<td>HazMat</td>
<td>Boston Fire/EHS</td>
<td>VCAF or alternate VC</td>
</tr>
<tr>
<td>Cyber</td>
<td>IT</td>
<td>Provost or alternate VC</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Facilities Management</td>
<td>VCAF or alternate VC</td>
</tr>
<tr>
<td>Pandemic</td>
<td>UHS</td>
<td>VCSA or alternate VC</td>
</tr>
<tr>
<td>International</td>
<td>Global Programs/Contracts and Compliance</td>
<td>VCAF or Provost</td>
</tr>
</tbody>
</table>

While one department takes command, other departments may serve in support roles. It is important for all responders to be aware of relevant roles.
3. Concept of Operations

When an incident occurs, the response department determines the level and type of emergency and takes immediate actions for life-safety and security.

On-scene Command may issue orders to evacuate either a building or the campus.

Also, if required, an initial emergency alert is sent per the UMass Boston Alert System Policy by Public Safety Dispatch under the authority of the Incident Commander. Follow-up messages are issued by the Office of Communications.

For Level 2 or higher emergencies, the appropriate department leadership must be notified as well as Emergency Management (Chancellor’s Policy Group Support/EOC Support).

Senior Response Staff must notify his/her Vice Chancellor and involve Emergency Management.

An Incident Command Post on scene will be indicated and its location communicated to the EOC. If the Incident Commander leaves the scene to provide briefings to the Policy Group, on-scene Command will be assumed by a qualified individual appointed by the Incident Commander.

An EOC is established if required to support the response. The Incident Commander and Emergency Manager determine whether there is a need for EOC activation.

4. Organization and Assignment of Responsibilities

Initial Responder: Issue initial alert if necessary. Order evacuation if necessary. Determine type and level of emergency. Make appropriate notifications. Transfer Command on scene appropriately.

Incident Commander: Direct response. Notify Vice Chancellor and Emergency Manager. Direct Emergency Manager to activate EOC, keep event log, schedule conference calls or meetings, assist in developing briefings, situation reports or to obtain information from external sources. Request resources, provide briefings to Policy Group. Seek policy decisions from Policy Group.

Emergency Management will support the Incident Commander by

- Coordinating EOC meeting
- Making System Office EMBC notifications if appropriate
- Ensuring appropriate departments are notified/activated per the Incident Commander
• Activating and managing the EOC
• Providing Situation Reports
• Scheduling Briefings
• Maintaining Event Log

ICS Sections:

• Operations – The group of staff supporting tactical response. This group implements the Incident Action Plan and is engaged in current response.
• Planning – Maintains situational awareness and plans for the next operational period. Takes into consideration long-term impacts and needs that will emerge in future.
• Logistics – Provides overall management of resource and logistical support needs, such as meals, IT-communications, space, purchasing, and other logistical needs of the response.
• Finance and Administration – Tracks paperwork, purchases, and labor costs. Addresses issues pertaining to contracts, leases, and fiscal agreements.

5. Administration and Logistics

The EOC Manager (Emergency Management) produces and keeps logs, situation report, and produces the After Action Report for Campus Response. Response departments maintain fiscal expense documentation related to response per FEMA reimbursement standards.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

UMass Boston EOP
EOC Activation Annex
Functional Annex 3 - Emergency Operations Center Activation

1. Purpose

The purpose of this plan is to establish Emergency Operations Center (EOC) procedures to be taken in the event a campus-wide emergency. According to the Emergency Operations Plan (EOP), the Incident Commander may activate an EOC if the size and scope of the emergency warrants. This plan has as its primary focus members of the UMass Boston Emergency Response Team.

2. Situation and Assumptions

This plan will be activated as a result of an Incident Commander reporting a campus emergency (Level 2-5 according to the Campus Emergency Levels in the Emergency Operations Plan and the “Direction Control and Coordination” framework of the EOP) to the Chancellor’s Chief of Staff, VCAF or VCSA. UMass Boston staff are trained to understand their responsibilities in a campus emergency.

If a Campus Emergency is declared and the EOC is activated by the Incident Commander and Chancellor’s Policy Group representative, the Emergency Manager or designee will be tasked with activating this plan.

If the Chancellor’s Conference Room is not available for use as the Emergency Operations Center, a backup location in the Campus Center will be used. IT will ensure that WIFI is available in both locations and that guest login is available for visiting law enforcement or university colleagues working in the EOC as part of the response.

3. Concept of Operations

Campus emergency response reflects a hybrid ESF/ICS structure. The default organization of the EOC is by ESF. The Incident Commander may organize staff into ICS groups if warranted, as ICS offers a flexible approach that can expand or contract with the size of the incident.

Staff Notification: The first step of plan activation is notification of staff required to assist in the emergency. While some staff will be active on scene as part of the operational, tactical response, others may report to the EOC to support campus response. All staff requested by the Incident Commander will be notified either individually or as a group via the Rave System. Unless they are likely to be needed immediately for the response (PIO, EM), response staff should not automatically report to Public Safety Dispatch area but rather should await notification and direction to the EOC location.

Initial Briefing: Response staff may be gathered initially in the Public Safety Break Room or VCAF Office for initial briefings and while IT equipment is being set up in the EOC. Staff should wait to be notified to report to either location.

EOC Setup: When the EOC is set up, whether in the Chancellor’s Conference
Room or Campus Center Location, staff will bring cellphones and tablets. IT or the Campus Center will provide a limited number of laptops for those who do not have their laptop or tablet with them.

Emergency Management will provide signage and vests based on the organizational structure chosen by the Incident Commander. Signs will indicate ESFs and/or ICS groups if activated.

The Emergency Manager will help facilitate communication between the EOC, Command Post, JIC, and Policy Group. The EOC will support the actions on scene, develop the Incident Action Plan and oversee resource requests, purchases, and other directives of the Incident Commander.

Screens: The EOC will require a minimum of three display screens for the situational awareness of all present:

- Local and national TV news or weather. (Cable TV required)
- UMB WebEOC event log where staff may check status. This screen would also provide access to WebEOC showing local, state and IHE status and impacts.
- Toggle between social media and video from the scene if available.

Food & Rest: ESF 6, led by Campus Services, provides food for the EOC, either through contractual agreements with the campus food provider or through outside vendors. A limited number of cots will be available for staff. Access to Public Safety or Beacon Athletics showers will be provided if necessary.

Staffing: If the disruption is expected to go beyond one operational period, the Command structure is encouraged to ensure staffing over a prolonged period by sending some staff home to await callback. Staffing will be managed per the On-Call and Essential Personnel contracts.

Communications: A Police Radio will be provided to the EOC for situational awareness. A dedicated EOC phone line will serve as the main EOC number. Staff working in the EOC may use VOIP phones when available or university cell phones. Chargers will be made available.

Web EOC will be used for communication across Boston and Cambridge IHEs if necessary for situational awareness and potential Mutual Aid.

Closing the EOC: The Incident Commander will convene a status briefing session that includes all appropriate command staff and announce the closing of the EOC. Please see the checklists in the Appendix. All workers in the EOC are responsible for preserving documentation of the event and notes to be used for the After Action Report. All materials used in the EOC are to be returned as appropriate.

4. Organization and Assignment of Responsibilities

Incident Commander: With input from the Policy Group representative, the Incident Commander will determine the location, staffing and organizational
structure of the EOC. Incident Commander or Deputy responsible for communicating with the EOC and issuing orders through the EOC structure, being present for briefings and situation updates.

Emergency Manager: The Emergency Manager or designee will assist the IC in notifying activated staff, setting up the EOC, and assisting with Chancellor’s Cabinet notifications, communicating with the JIC and Policy Group, maintaining situational awareness. Campus Services will assist in locating EOC.

IT Communications: Once notified of the location of the EOC, responsible for room setup, 4 laptops, Wi-Fi connectivity and 4 telephones.

Response Staff: Responding staff are responsible for being available for response if an emergency is occurring. They are responsible for awaiting notification that they are needed to work in the EOC. They are responsible to bring university cellphones, laptops and tablets with them to the EOC if possible, along with physical or digital copies of the EOP and its annexes.

Public Information Officer (PIO): The PIO will identify and communicate the location of the media briefing area and coordinate all necessary media interactions. Will prepare a script containing information about the event with numbers to call for further information. This will be provided to the EOC and Information Center if one has been established. This information will also be made available to the University Community through established channels.

Other Position-Specific Responsibilities: For other position-specific responsibilities by department, please see Appendix, attached.

5. Administration and Logistics

Equipment and other resources may need purchased in to support the incident during an emergency EOC activation. Supporting the actions on scene, Emergency Management will help to oversee resource requests, purchases, and other directives of the Incident Commander. Documentation for any materials purchased as part of the EOC activation must be retained.

6. Plan Development and Maintenance

This plan will be updated and maintained by the University of Massachusetts Boston Office of Emergency Management and Business Continuity during annual revision of the university Emergency Operations Plan.

7. Authorities and References

University of Massachusetts Boston Emergency Operations Plan.
Functional Annex 4 - Public information and Warning

1. Purpose

   The purpose of this appendix is to outline the public information and warning functions of emergency response at UMass Boston.

2. Situation and Assumptions

   Public Information and warning will follow the UMass Boston Alert System Policy and Crisis Communications Plan.

3. Concept of Operations

   Immediate warning will be provided via building fire alarms and/or the UMass Boston Alert System, which provides multi-modal alerts and is tested quarterly.

   Public Information is provided by the Office of Communications working in coordination with Incident Command, the Policy Group and Office of Community Relations.

   The Office of Communications may also establish or participate in a Joint Information Center if established. Social Media monitoring and messaging are both part of the Crisis Communications Plan.

4. Organization and Assignment of Responsibilities

   Incident Commander: Provide information to Communications Office for public information.

   Safety Officer: Provide safety information to Communications Office.

   Communications Office: Serve as Public Information Officer for emergency.

5. Administration and Logistics

   Communications Office maintains Crisis Communications Plan.

6. Plan Development and Maintenance

   Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

   UMass Boston Alert System Policy
   Crisis Communications Plan
Functional Annex 5 - Evacuation

1. Purpose
The purpose of this appendix is to outline the evacuation function of emergency response at UMass Boston.

2. Situation and Assumptions
There may be a need for building or campus wide evacuation of campus.

3. Concept of Operations
Authority to Call for Building or Campus-Wide Evacuation Upon confirmation of conditions that present a significant emergency or potentially dangerous situation involving imminent or immediate threat to the health or safety of students or staff occurring on or immediately adjacent to the campus (hereafter referred to as “confirmed threat to the campus community”),

- Chief of Police or designee
- Director of EHS or designee
- Assistant Vice Chancellor for
- Facilities Management or designee

alone, or in conjunction with any of the following entities:

- City of Boston Fire and Police Departments
- State Fire Marshal
- State Police
- Any appropriate federal, state or local agency
- Boston Public Health Commission
- MA Department of Environmental Protection
- MA Department of Public Safety

4. Organization and Assignment of Responsibilities

Building occupants are responsible for:
- Being familiar with the evacuation procedures
- Promptly evacuating when the fire alarm sounds
- Following the directions of Department of Public Safety officials, EHS, and Safety Team members (identified by their vests).

The Fire Safety Team Volunteers are responsible for:
- Responding in the event of an emergency to their pre-determined location
- Responding with safety vest and megaphone, if available
- Knowing where the assembly areas are located and communicating this information to occupants
Insuring that individuals needing assistance and visitors are assisted
Helping to account for building occupants at the assembly area
Evaluating and reporting problems to EHS after an emergency event
Providing input to EHS for improvements in communications, implementation, and maintenance of the Evacuation Plan.

The Department of Public Safety is responsible for:
- Responding to all fire alarms
- Maintaining order during evacuations
- Escorting the Boston Fire Department and other first responders to the building
- Conducting all rescue and medical duties in conjunction with Boston Fire Department and Boston EMS
- Coordinating with other outside public safety entities, including Massachusetts State Police, Boston police, and MBTA police.
- Determining when to signal a walking evacuation for campus-wide evacuation.

EHS is responsible for:
- Coordinating the preparation and update of building-specific Evacuation Plans
- Ensuring that updated floor plans and evacuation maps are posted
- Helping to make the evacuation as safe as possible by assigning Fire Safety Team Volunteers to strategic locations during an alarm situation
- Helping to ensure that all new volunteers of the Fire Safety Team receive periodic training
- Providing new members of the Fire Safety Team with a safety vest and megaphone
- Relaying applicable information to the Department of Public Safety, institutional security officers, and other emergency personnel.

Facilities is responsible for:
- Managing the building fire alarm system
- Initiating an alarm for drills
- Resetting alarms after an evacuation.

Parking and Transportation is responsible for:
- Lifting toll gates when advised by Public Safety
- Request additional University shuttle buses
- Alerting the MBTA

Emergency Management is responsible for:
- Assisting with activation of Emergency Operations Plan and Emergency Operations Center
- Assisting Public Safety with emergency alerts as needed
- Assisting Chancellor’s Office with Cabinet and System notifications
- Anticipating business continuity needs.
- Assisting Incident Commander as needed
- Maintaining the Evacuation Policy for the campus
Maintaining the Campus-Wide Evacuation Plan

5. Administration and Logistics

EHS maintains Building Evacuation Plans and oversees Fire Safety Volunteers.

Emergency Management maintains the Campus Wide Evacuation Plan and Evacuation Policy and holds Columbia Point Preparedness Group planning sessions for coordinated evacuation planning.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Building Evacuation Plans
Campus Wide Evacuation Plan
Evacuation Policy
Hazard-Specific Annex Plans
Hazard Annex 1 - Armed Attack/Active Shooter

1. Purpose

The purpose of this hazard annex is to outline response for Armed Attack/ Active Shooter threat. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

An armed attack can occur anywhere, including on university campuses. It is critical that the campus maintain ongoing preparedness activities for responders as well as members of the community.

Public Safety officers maintain readiness through regular training for active threat scenarios. Civilian training sessions are offered and public information regarding this hazard is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Public Safety Officers pursue and neutralize the threat. UMass Boston alerts issued by Dispatch and Office of Communications provide warning. Campus leadership oversees recovery.


Command: Campus Command in an Active Shooter situation will likely transfer from Public Safety to the Vice Chancellor level as the situation moves into a recovery phase. In this case, Public Safety would become Operations Section Chief.

Notifications: Notifications are sent through the UMass Boston Alert System, first by Public Safety Dispatch and then by Office of Communications Staff.

4. Organization and Assignment of Responsibilities

Public Safety: Lead response, aided by external law enforcement.

Public Safety Dispatch: Issue initial alert.

Office of Communications/PIO: Issue follow-up alerts. Work with VCSA on messaging. Oversee media relations. Manage Joint Information Center if needed.
Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office.

Vice Chancellor Student Affairs: Assume campus Command after initial stages. Anticipate mental health, spiritual care, hospital liaison and other Student-focused requirements.

Office of Global Programs: Assist if International students impacted.


Campus Services: Provide logistics as needed. Coordinate space and food requests for memorials, family assistance areas or other incident-related needs.

Information Technology Services: Assist with EOC setup if required.

University Health Services: Make counseling available for students.

Human Resources: Work with EAP to make counseling available.

Community Relations: Communicate with community stakeholders.

5. Administration and Logistics

   Emergency Management maintains EOC event log, produces After Action Report

6. Plan Development and Maintenance

   Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

   UMass Boston Emergency Operations Plan
   UMass Boston Alert System
   UMass Boston Police Active Shooter Response Plan
   UMB.EDU/Preparedness Active Shooter Response Guidance and Links to External Sources
Hazard Annex 2 - Bomb Threat

1. Purpose

The purpose of this hazard annex is to outline response for a Bomb Threat scenario. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Bomb threats cause significant disruption to campus operations. UMass Boston experienced bomb threats in 2012 and 2013.

Bomb threats are typically classified by law enforcement experts as either credible or non-credible. There are a number of factors law enforcement experts take into consideration to determine the credibility of a bomb threat.

Public information regarding this hazard is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Bomb threat is reported to Public Safety or External Law Enforcement. Law enforcement determines credibility of threat and best course of action to recommend to the Policy Group. Together they will determine the best course of action.

Command: Public Safety in coordination with Chancellor’s Policy Group. External Law Enforcement will also be involved for area sweeps.

Notifications: Upon confirmation of a credible threat or upon the determination of the Chancellor’s Policy Group, a notification may be sent to evacuate a building or the entire campus, depending upon the threat.

4. Organization and Assignment of Responsibilities

Public Safety: Lead response, aided by external law enforcement. If campuswide evacuation ordered, assist with campus wide evacuation.

Public Safety Dispatch: Issue initial alert.

Office of Communications/PIO: Issue follow-up alerts.
Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office.


Campus Services: Provide logistics as needed. If evacuation is required, rally buses to assist per Campus-wide Evacuation Plan.

5. Administration and Logistics

   Emergency Management maintains EOC event log, produces After Action Report

6. Plan Development and Maintenance

   Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

   UMass Boston Alert System Policy
   Evacuation Policy
   Campus Wide Evacuation Plan
   Evacuation Functional Annex
Hazard Annex 3 - Chemical Hazards

1. Purpose

The purpose of this hazard annex is to outline response for Chemical Hazards. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

This hazard annex includes any type of hazmat release including chemical spill, methane emissions, or other chemical threat.

Public information regarding this hazard is available on the Environmental Health and Safety website. Basic information is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Environmental Health and Safety determines the seriousness of a chemical threat and has the authority to call for the evacuation of an area or the campus. This determination may be made in consultation with Boston Fire Department.

Response Level: Response level is determined by the type of chemical, the amount of release or other factors determined by Environmental Health and Safety.

Command: Boston Fire Department and/or Environmental Health and Safety direct Chemical Hazard response. Support departments may include Facilities, Public Safety, Emergency Management, Campus Services, and Office of Communications.

Notifications: Depending upon the level of the emergency, communications could range from a simple notification email to a campus-wide alert advising protective actions. Environmental Health and Safety has the authority to direct Public Safety Dispatch to issue Hazardous Materials and Evacuation Alerts.

4. Organization and Assignment of Responsibilities

Environmental Health and Safety: Respond to the situation, summoning other responders or vendors as needed (Boston Fire Department, Clean Harbors, Others?)
Public Safety: Support EHS response by aiding with evacuation or maintaining a perimeter.

Public Safety Dispatch: Issue relevant alerts as directed by Environmental Health and Safety.

Facilities: Play a support role in addressing any conditions, accidents or events that may have resulted in the chemical release.

Academic Affairs: Assist Environmental Health and Safety in addressing any situation contributing to a lab-related haz mat incident.

Office of Communications: Provide media relations and campus communications support for incident.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office.

Emergency Management: Notify System Office EMBC Director for events requiring evacuation or injury. Assist with activating Policy Group, EOC members. Assist with briefings. Anticipate planning needs.

5. Administration and Logistics

Environmental Health and Safety produces a report on the incident.

Emergency Management maintains EOC event log, produces campus-level After Action Report

6. Plan Development

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

EHS website
Hazard Annex 4 - Criminal Acts

1. Purpose

The purpose of this hazard annex is to outline response for Criminal Acts. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Criminal acts may occur on or near the UMass Boston campus. This annex outlines response for a variety of criminal acts: Criminal Acts include but are not limited to: Robbery/Burglary, Violent Criminal Incident, Vandalism, Civil Disobedience.

Public information regarding these hazard is available on the Department of Public Safety website, the Annual Security Report published by the Department of Public Safety. There is also information provided on umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Public Safety responds to criminal acts. In some cases, other Student Affairs departments must become involved in criminal acts.

Response Level: The response level depends on the severity of the criminal act and its impacts.

Command: Public Safety has Command over criminal acts. In some instances, external Law Enforcement may become involved, depending upon the crime.

Notifications: If any criminal act presents an immediate threat, a UMass Boston alert will be issued. For Clery crimes, a Campus Safety Alert is sent via email by the Office of Communications. Public Safety produces a Daily Recap for any crimes committed on campus for internal response staff.
4. Organization and Assignment of Responsibilities

Public Safety: Lead response, aided by external law enforcement.

Public Safety Dispatch: Issue initial alert if required.

Vice Chancellor for Student Affairs: Provide leadership and direction for Title IX, Clery Compliance, needs for

Office of Diversity and Inclusion: Assist with Title IX incidents.

Office of Communications: Provide media –relations and campus communications support for incident including assistance with Public Safety Alert Clery compliance Timely Warning email.

5. Administration and Logistics

Public Safety maintains crime log and produces annual Campus Security Report.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Title IX
Clery Act
Hazard Annex 5 - Drought

1. Purpose

The purpose of this hazard annex is to outline response for a Drought scenario. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

A drought is generally defined as a period of below-average precipitation in a given region, resulting in prolonged shortages in water supply. A drought can last for months or years, and can have a substantial impact on the environment, ecosystem and agriculture of the affected region.

The State’s Drought Management Task Force evaluates drought conditions and impacts, and provides recommendations to the Secretary of Energy and Environmental Affairs on classifying drought levels for the various regions of the Commonwealth. The Commonwealth has six drought regions (West, Connecticut River, Central, Northeast, Southeast and Cape/Islands), and the following five drought level classifications:

- Normal (normal to slightly dry conditions)
- Advisory (abnormally dry conditions)
- Watch (excessively dry conditions)
- Warning (severely dry conditions)
- Emergency (emergency condition)

For the additional details on drought regions and current drought classification levels, please visit: http://www.mass.gov/eea/drought/.

3. Concept of Operations

If the Office of Emergency Management, Office of Environmental Health and Safety, Government Relations and Public Affairs or other campus department is made aware by the Commonwealth of drought conditions and need for response actions, a meeting will be convened by Emergency Management with appropriate campus offices to implement response actions.

Response Level: 2. This emergency would require the coordinated work of multiple departments but would not likely require the activation of an EOC or a lengthy campus disruption. Only an extreme drought would result in a Level 3 emergency.

Command: Marine Operations
Notifications: There may be a need for notifications or communications of any disruptions caused by drought response actions or to signal campus participation in drought response. The Office of Communications would oversee campus response communications.

4. Organization and Assignment of Responsibilities

   Emergency Management: Convene Meeting following on alert from MEMA.

   Facilities: Implement water conservation efforts per State guidance.

   Athletics Facilities: Implement water conservation efforts per State guidance.

   Campus Services: Implement water conservation efforts per State guidance.

   Office of Communications: Provide media –relations and campus communications support for incident.

   Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

5. Administration and Logistics

   Emergency Management will produce After Action Report.

6. Plan Development

   Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

   Massachusetts Emergency Management Agency Drought Task Force documentation.
Hazard Annex 6 - Earthquake / Tsunami

1. Purpose

The purpose of this hazard annex is to outline response for an Earthquake/Tsunami scenario. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

An earthquake is the sudden, rapid shaking of the earth, caused by the breaking and shifting of subterranean rock. Initial mild shaking may strengthen and become extremely strong within seconds. Additional earthquakes, called aftershocks, may occur for hours, days, or even months. Most are smaller than the initial earthquake, but larger magnitude aftershocks can also occur. Earthquakes can cause power outages or tsunamis. Earthquakes can happen at any time of the year and occur without warning.

Massachusetts is located in a moderate earthquake zone. Although these quakes typically cause only insignificant or mild damage, larger earthquakes are possible, and could cause serious damage to buildings and public infrastructure. Because of this, it is important to know some simple safety rules if the ground begins to shake.

UMass Boston has participated in the national Great Shakeout earthquake preparedness exercise since 2012. Public information regarding this hazard is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

If the campus experiences an earthquake, people are advised to drop, cover, and hold on. Once the shaking stops, campus buildings should be evacuated until officials deem it safe to reenter.

3. Concept of Operations

During an earthquake, individuals are advised to drop, cover and hold on until the shaking stops. Once shaking stops, Facilities assumes command and determines whether there is a need for building or campus evacuation.

Response Level: 2-5, depending upon the severity of the earthquake and whether or not a tsunami is triggered.

Command: Facilities Management. Command may transfer up to Vice Chancellor of Administration and Finance depending upon the severity of the impacts. If command is transferred, Facilities takes charge of the Operations
Group, leading the structural response while overarching campus response is addressed at the VC level.

Notifications: Immediate evacuation order notifications, if needed would be issued via Public Safety Dispatch. Additional Communications would be issued by the Office of Communications.

4. Organization and Assignment of Responsibilities


Environmental Health and Safety: Provide Safety Officer assistance to Facilities.

Vice Chancellor of Administration and Finance: Assume Command if necessary.


Campus Services: Assist in locating alternate meeting spaces if needed.

Public Safety: Assists with evacuation and providing access for any EMS if needed.

Public Safety Dispatch: issues any initial evacuation alerts.

Office of Communications: Provide media –relations and campus communications support.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

University Health Services: Provide counseling assistance for students.

Human Resources: Provide EAP assistance for employees.

Student Affairs: Provide student services for those affected by earthquake. Assist with notification regarding injured or deceased students.

Office of Global Programs: Work with Student Affairs to provide student services for international students affected by earthquake. Address any needs specific to international students.

Contracts and Compliance: Assist Facilities with required purchasing. Request assistance through National Intercollegiate Mutual Aid Agreement (NIMAA) if needed.

Information Technology Services: Anticipate continuity planning IT needs.
Activate IT/DR plans if needed.

5. Administration and Logistics


6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Emergency Operations Plan
Alert System Policy
Campus Closure Policy
Business Continuity Policy
Hazard Annex 7 - Extreme Heat

1. Purpose

The purpose of this hazard annex is to outline response for an Extreme Heat scenario. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

During the summer, the campus hosts outdoor events, K-12 summer programs and sporting events involving outdoor activities. University departments such as Facilities, Public Safety, Parking and Transportation, Athletics, Marine Operations, and others have staff who work outside.

Extreme heat can pose a threat for employees, students, and visitors to campus.

Public information regarding this hazard is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Marine Operations provides weather reports to campus. Emergency Management may also receive extreme heat alerts from MEMA. Notice of these predictions is provided as appropriate. Response actions may include providing additional water, adjusting schedules to allow for time indoors to cool off. In extreme cases, major events may be cancelled or rescheduled for high heat.

Response Level: 2 Requires coordination of multiple departments but should not involve significant disruption.

Command: Marine Operations

Notifications: A high heat alert may be sent to K-12 youth program directors to advise them of the threat. Additionally, emails may be sent to department heads with staff working outdoors.

4. Organization and Assignment of Responsibilities

Marine Operations: Provides alerts relative to high heat to departments with outdoor activities and staff.

Emergency Management: Forwards alerts from MEMA if applicable. Alerts K-12
Program staff if High Heat warning is issued by National Weather Service.

Environmental Health and Safety: Provides list of K-12 program staff. Provides assistance as requested regarding worker safety in high heat.

Departments with workers outdoors: Adjust work schedules when possible, provide water, or adjust responsibilities.

Departments with activities or events outdoors: Consider cancellation or providing additional water, misters, fans or cooling-off space. Also consider increasing EMS presence for large events.

Campus Services: Assist departments seeking to relocate outdoor events inside. Assists with additional water purchases (?)

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Emergency Response Guide, EMBC
Hazard Annex 8 - Facilities Emergency

1. Purpose

The purpose of this hazard annex is to outline response for a Facilities Issue. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

Public information regarding this hazard is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

2. Situation and Assumptions

This hazard annex covers a range of Facilities-related issues including but not limited to:

- Failure of Building Materials and Building Deterioration
- Infrastructure Failure
- Construction Accident

3. Concept of Operations

In the event of a facilities emergency, immediate notification must be made to the Associate Vice Chancellor for Facilities or her Deputy to assess the emergency level and appropriate response.

Response Level: A facilities emergency may occur at Level 1 and involve only routine notifications. A Level 2 facilities emergency will involve coordinated response across departments and some level of campuswide communication. Level 3 and higher will involve significant disruption and the need to activate an EOC and Continuity Plans for multiple departments.

Command: Facilities Management. Command may transfer up to Vice Chancellor of Administration and Finance depending upon the severity of the impacts. If command is transferred, Facilities takes charge of the Operations Group, leading the structural response while overarching campus response is addressed at the VC level.

Notifications: Immediate evacuation order notifications, if needed would be issued via Public Safety Dispatch. Additional Communications would be issued by the Office of Communications.
4. Organization and Assignment of Responsibilities


Environmental Health and Safety: Provide Safety Officer assistance to Facilities.

Vice Chancellor of Administration and Finance: Assume Command if necessary.


Campus Services: Assist in locating alternate spaces if needed.

Public Safety: Assist with evacuation and providing access for any EMS if needed.

Public Safety Dispatch: issues any initial alerts.

Office of Communications: Provide media relations and campus communications support.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

Information Technology Services: Anticipate continuity planning IT needs. Activate IT/DR plans if needed.

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

UMass Boston Emergency Operations Plan
Hazard Annex 9 - Fire /Arson/Explosion

1. Purpose

The purpose of this hazard annex is to outline response for a Fire, Arson, or Explosion scenario. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

A fire, arson or explosion has the potential to cause harm to the campus community and significant disruption to ongoing campus functions.

Public information regarding this hazard is available on the Environmental Health and Safety website. Also, basic response information may be found on umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Boston Fire Department responds to campus fires or explosions. Campus fire alarm systems maintained by Facilities Management signals Boston Fire Response. Additionally public information materials direct community members to call 911 for emergency response.

Response Level: Level would depend upon severity of the fire.

Command: Boston Fire Department is in command of Fire Response. When BFD leaves, Facilities retakes command, with Environmental Health and Safety serving as Safety Officer capacity.

Notifications: Building fire alarms signal building evacuation. Any campus closure or campus-wide evacuation will follow the Evacuation Policy and/or Campus Closure Policy with notifications accordingly via the UMass Boston Alert System.

4. Organization and Assignment of Responsibilities


Environmental Health and Safety: Provide Safety Officer assistance to Facilities.
Fire Safety Volunteers: Assist with evacuation if needed.

Vice Chancellor of Administration and Finance: Assume Command if necessary.


Campus Services: Assist in locating alternate spaces if needed.

Public Safety: Assist with evacuation and providing access for any EMS if needed. Work with BFD and external Law Enforcement if arson or terrorism is suspected.

Public Safety Dispatch: issues any initial alerts.

Office of Communications: Provide media relations and campus communications support.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

Information Technology Services: Anticipate continuity planning IT needs. Activate IT/DR plans if needed.

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

- Building Evacuation Plans
- Campus Wide Evacuation Plan
  - Evacuation Policy
- Campus Closure Policy
Hazard Annex 10 - IT Emergency

1. Purpose

The purpose of this hazard annex is to outline response for an IT emergency. This includes: Cyberattack, Cyberterrorism, or Network Failure. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

An IT emergency has the potential to produce significant impacts, including but not limited to identity theft, loss of private or proprietary information, reputational damage, or loss of continuity of critical campus functions.

The Information Technology Services Department has implemented significant mitigation efforts and resilience measures to protect against information technology emergency.

Public information regarding this hazard is available on the Information Technology website. Basic information may be found on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

IT The Information Technology Services department maintains robust plans and mitigation efforts. ITS is the primary response department. Because an information technology emergency has potential to cause concern and reputational damage, it is imperative that the Office of Communications, Chancellor’s Policy Group, and Emergency Management departments are involved to support response in the areas of communications and continuity of operations. Public safety and external Law Enforcement entities may be involved in cybercrime incidents.

Response Level: Level depends upon the severity and length of the disruption. Some instances may be Level 2, managed with some consultation but no real disruption. Other events may rise to Level 3 or higher with university-wide impacts and significant disruption.

Command: Information Technology Services. In the event there are are widespread impacts, command may be elevated to the VC level, with Information Technology leading the Operations response to the event.
Hazard-Specific Annex Plans

Notifications: Non-routine IT emergencies --- i.e. those that could pose a significant disruption or that could draw media attention-- should be reported to the Chancellor’s Office, Office of Communications, and Office of Emergency Management.

4. Organization and Assignment of Responsibilities

Information Technology Services: Identify and address issue. Involve external partners if necessary. Make notifications as appropriate.


Public Safety: Assist with external Law Enforcement if needed.

Office of Communications: Provide media relations and campus communications support.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

Contracts and Compliance: Provide legal support and interface with President's Office Legal.

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response. IT would produce its own ITDR After Action.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

IT Response Plan
Hazard Annex 11 - International Emergency

1. Purpose

   The purpose of this hazard annex is to outline response for an International Emergency. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

   In a global environment, a major urban research university will engage in both domestic and international travel. With rapidly-changing political, health, weather and climate realities, it has never been more critical to implement mitigation and preparedness efforts to safeguard students, faculty, staff and campus reputation.

   The Office of Global Programs in concert with the Office of Contracts and Compliance, maintains a Global Safety Program overseen by the ITRASE committee, with representation from across academic and health and safety departments.

   Information about this program is obtainable on the Global Programs website and regular training sessions are offered by the Office of Global Programs.

3. Concept of Operations

   Travelers are required to obtain approval for travel and submit safety plans with the Office of Global Programs in advance of travel.

   In the event of a travel emergency, the traveler must immediately notify the Department of Public Safety Dispatch which maintains 24/7 operations. Dispatch will then contact the Dr. Schuyler Korban or AVC Darryl Mayers. If a response group call or consultation is required, Emergency Management will assist in gathering appropriate departments to the call or meeting. These departments may include but are not limited to: Academic departments/Deans impacted, Provost’s Office, Student Affairs, University Health Services, Global Programs, Contracts and Compliance, Human Resources, Environmental Health and Safety and/or Public Safety.

   Response Level: Minor emergencies may be handled at Level 1 or 2, but emergencies that involve death or serious injury or those that are part of a larger emergency would involve greater response from multiple over time and would warrant Level 3 status.

   Command: Global Programs and Contracts and Compliance share initial command. For a more significant international emergency, command may be elevate to the VC level.
4. Organization and Assignment of Responsibilities

University-Sponsored Travelers: Responsible for registering their travel and participating in safety briefings, submitting safety plans by the appropriate deadlines.

Deans and Academic Program Administrators: Direct international emergency calls to appropriate channels to ensure rapidity of campus wide response, taking care not to attempt to direct emergency response without the involvement of campus response structure.

Public Safety Dispatch: Receive international emergency calls per protocol.

Global Programs and Contracts and Compliance: Lead response working with internal and external partners.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

Emergency Management: Assist Global Programs and Contracts and Compliance to schedule and conduct conference calls, situation reports and ensure involvement of appropriate departments. Notify System Office EMBC Director.

Office of Communications: Provide media relations and campus communications support.

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

ITRASE Documents
Hazard Annex 12 - Pandemic / Public Health Emergency

1. Purpose

The purpose of this hazard annex is to outline response for a Pandemic. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

A public health emergency is defined as "an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic or pandemic disease, or an infectious agent or biological toxin, that poses a substantial risk to humans by either causing a significant number of human fatalities or permanent or long-term disability. Public health emergencies also include influenza.

Public information regarding public health emergencies is available on University Health Services website. Basic information may be found on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guides.

3. Concept of Operations

University Health Services monitors and responds to public health threats including pandemic. Other departments that may be called upon to support a pandemic or public health emergency include but are not limited to: Facilities Management, Emergency Management, Environmental Health and Safety, Human Resources, Academic Affairs, and Student Affairs.

Response Level: Depending on the seriousness of the event, Response Level could be anywhere from Level 1 to Level 4.

Command: University Health Services directs public health response. In the event of a major health emergency, command may elevate to the Vice Chancellor level to address campus-wide impacts. In this case, Health Services would direct Operations.

Notifications: University Health Services would provide notifications when required by Boston Public Health. Additional notifications may be sent by the Office of Communications.

4. Organization and Assignment of Responsibilities

University Health Services: Respond to event per Infectious Disease Plan. Direct purchase of needed supplies. Provide information as needed to campus
responders. Make requests for support.

Environmental Health and Safety: Offer guidance in Safety Officer capacity relative to safety standards for masks, workplace sanitation or other safe workplace guidance.

Office of Communications: Provide media relations and campus communications support.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office.

Emergency Management: Assist University Health Services to schedule and conduct conference calls, situation reports and ensure involvement of appropriate departments. Notify System Office EMBC Director. Connect UMB response to regional higher ed through the Boston Consortium and Web EOC. Anticipate Business Continuity impacts.

Facilities Management: Oversee cleaning and sanitation efforts to stop spread of disease. Restock hand sanitizer.

Information Technology: Anticipate requests for remote work/study options for the sick or the worried well in addition to those who may be quarantined.

Human Resources: Anticipate requests for remote work for employees.

Campus Services: Assist University Health Services and Emergency Management with space needs, including setup and production of Emergency Mass Prophylaxis Points of Distribution (Emergency Vaccination Clinics).

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response. University Health Services will produce its own internal reports for public health/pandemic response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

UHS Pandemic Plan
Hazard Annex 13 - Proximity to Flight Path

1. Purpose

The purpose of this hazard annex is to outline response for flight-path related emergency. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Given that the campus is on a Logan Airport flight path, it is necessary to consider implications, including but not limited to:

- Requirements for drone use
- Potential for airplane “ditching” off the coast and potential for external responders to request support.
- Possibility of a catastrophic airplane crash into a campus building or on campus grounds.

3. Concept of Operations

Mitigation efforts for violations of FAA regulations and safety impacts on drone use have been undertaken by Environmental Health and Safety.

In the event of a plane crash either near or on campus, campus response would be in effect in support of external responders.

Level: Any airplane crash on or near campus would be a Level 3 or higher.

Command: Boston Fire or other external agency would lead response. If Unified Command, Facilities Management would represent the campus in response with Public Safety and Emergency Management playing support roles.

Notifications: Notifications would be sent as emergency alerts with follow up communications provided by the Office of Communications.

4. Organization and Assignment of Responsibilities

Facilities: Provide campus leadership working with Boston Fire or other response agencies.

Environmental Health and Safety: Serve as Safety Officer.
Hazard-Specific Annex Plans

Public Safety: Provide support to response as directed by Incident Commander/Unified Command.

Office of Communications: Provide media relations and campus communications support.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office.


Campus Services: Assist with logistics requests.

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

UMass Boston Emergency Operations Plan
Department of Public Safety Critical Incident Manual
Hazard Annex 14 - Proximity to Gas Tank at Commercial Point

1. Purpose

The purpose of this hazard annex is to outline response for an emergency linked to the LNG Tank at Commercial Point. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Because the National Grid LNG tank is located near campus, there is a need to plan for potential emergencies at the Tank. The University is engaged in the coordinated planning effort led by National Grid and Boston Fire Department.

3. Concept of Operations

UMass Boston response to an LNG incident at the Commercial Point tank would follow the National Grid and Boston Fire Response Plan triggers.

<table>
<thead>
<tr>
<th>Alert Level</th>
<th>Definition</th>
<th>UMB Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routine</td>
<td>A non-LNG (Liquefied Natural Gas) incident occurs in the Plant and requires BFD response but in most cases may be handled by on-site personnel.</td>
<td>N/A</td>
</tr>
<tr>
<td>Alert Level 1</td>
<td>Any incident occurs in the Plant and the on-site staff requires BFD assistance to handle. It is not anticipated that an Alert Level 1 incident will affect any area outside the plant.</td>
<td>N/A</td>
</tr>
<tr>
<td>Alert Level 2</td>
<td>Any incident that occurs in the Plant and it is anticipated to affect areas outside the Plant.</td>
<td>Public Safety notified by Boston Fire/NGrid. Notification to Emergency Management to coordinate EOC meeting to discuss response.</td>
</tr>
<tr>
<td>Alert Level 3</td>
<td>An incident occurs in the Plant and it is anticipated to affect areas outside the Plant which necessitates extensive evacuation.</td>
<td>Public Safety notified by Boston Fire/NGrid. Notification to Emergency Management to coordinate EOC meeting to discuss response.</td>
</tr>
</tbody>
</table>
Response Level: Relates to the severity of the risk.

Command: Environmental Health and Safety would lead response, offering advice relative to any protective actions needed. Other departments would support EHS response.

Notifications: Possible notifications would include a Shelter In Place request or Evacuation.

4. Organization and Assignment of Responsibilities

Public Safety: In the unlikely event of the need for campus evacuation, trigger campus wide evacuation via the UMass Boston Alert System.

Public Safety Dispatch: Notify Emergency Management if problem at tank.

Emergency Management: Notify VCAF, assemble group to discuss communications response.

Environmental Health and Safety: Provide easy to understand LGN risk information to assist with public information messaging.

Office of Communications: Provide media relations and campus communications support, including appropriate messaging if the advice from Boston Fire is for the campus to Shelter in Place.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

National Grid Emergency Plan
Hazard Annex 15 - Storms

1. Purpose

The purpose of this hazard annex is to outline response for storms. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Given the location of the UMass Boston campus, coastal storms pose a threat to campus.

This annex describes overall response for a variety of storm conditions including:

- Coastal Storm
- Blizzard
- Hurricane
- Ice Storm
- Windstorm
- Thunderstorm with Lightning
- Coastal Erosion
- Hailstorm

Public information regarding these hazards may be found on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide.

3. Concept of Operations

Prior to the Storm, Marine Operations monitors weather and provides the campus with advice.

Department of Facilities Management prepares for the storm by removing objects that may be blown by high winds, stocks up on supplies such as rock salt or tarp. Emergency Management maintains situational awareness through MEMA and the National Weather Service.

For impending bad weather involving lightning, Marine Operations and/or Emergency Management advises Special Events, Athletics and/or K-12 youth programs of lightning threat if activities are in session.

During storms, Facilities Management clears snow, monitors for damage or leaks.

Response Level: Response level depends on storm severity.
Command: Facilities is in command of a storm response scenario. For larger storms with more widespread impacts, command could be transferred to the VC level with Facilities then leading the Operations Section, directing on scene response.

Notifications: Notifications will follow the protocol outlined in the Campus Closure Policy.

4. Organization and Assignment of Responsibilities

Marine Operations: Provide regular weather predictions prior to and during storms.


Public Safety: Patrol and support Facilities operations by maintain road safety. Respond to storm-related motor vehicle accidents. Report road conditions and other concerns to Incident Command.

Emergency Management: Provide support for Campus Closure process and EOC operations. Maintain connectivity with MEMA, Boston OEM and Boston Consortium universities. Provide situational Awareness updates and assist with collection of documentation for AAR and potential FEMA reimbursements.

Office of Communications: Provide media relations and campus communications support, including appropriate messaging if the advice from Boston Fire is for the campus to Shelter in Place.

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

5. Administration and Logistics
Storm expenditures must be tracked per FEMA reimbursement guidance. For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance
Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Campus Closure Policy
Hazard Annex 16 - Terrorism, Weapons of Mass Destruction

1. Purpose

The purpose of this hazard annex is to outline response for terrorism or weapons of mass destruction. This hazard annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Terrorism remains a potential threat for any major university, particularly one located near a major city.

3. Concept of Operations

Terrorism response involves a coordinated law enforcement response. Public Safety would coordinate with external responders for a terrorism threat.

Response Level: Response level would correspond to the severity of the event.

Command: The FBI would lead a terrorism investigation. Campus command would start with Public Safety and likely rise to the VC level.

Notifications: A campus event or external event posing a direct threat to the campus would result in a UMass Boston Alert per the UMass Boston Alert System Policy.

4. Organization and Assignment of Responsibilities

Public Safety: Respond to public safety threat in coordinated response with external agencies.

Emergency Management: Provide EOC / Policy Group support for response, notification to System Office EMBC Director.

Office of Communications: Provide media relations and campus communications support, including appropriate messaging if the advice from Boston Fire is for the campus to Shelter in Place.
Hazard-Specific Annex Plans

Chancellor’s Office/Chancellor’s Policy Group: Oversees campus leadership, makes policy decisions, works with Incident Commander and relays information to the President’s Office

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.

6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

Public Safety Plans
Hazard Annex 17 - Tornado

1. Purpose

The purpose of this hazard annex is to outline response for a tornado hazard. This annex does not replace department SOPs or protocols but rather clarifies assumptions, roles, concept of operation and overall responsibilities for campus-wide response.

2. Situation and Assumptions

Although severe tornadoes are rare in Massachusetts, in recent years we have experienced a number of tornadic events, with the 2011 Greater Springfield tornado being the most prominent.

Public information regarding this hazard is available on the umb.edu/preparedness website, classroom wall signs, emergency folders, and faculty preparedness guide. Members of the UMass Boston community are encouraged to know about the risk of tornadoes and be prepared to respond if necessary.

3. Concept of Operations

Response Level: Response level would correspond to the severity of the event. A tornado producing significant damage would constitute a level 3 or higher response while a smaller tornado would warrant a lower level response.

Command: Marine Operations or Emergency Management would signal the need for a tornado alert via the UMass Boston Alert System. Facilities would lead response to event and would be responsible for damage assessments.

Notifications: A tornado warning issued by the National Weather Service for the campus would result in a Tornado alert advising people to take cover.

4. Organization and Assignment of Responsibilities

Marine Operations and/or Emergency Management: Direct Public Safety Dispatch to issue Tornado alert.

Facilities: Conduct damage assessment.

Public Safety: Assist first responders accessing the campus for injuries if any.

Emergency Management: Support Facilities Incident Command.

5. Administration and Logistics

For major events, Emergency Management prepares AAR for campus-wide response.
6. Plan Development and Maintenance

Plan will be reviewed by the Emergency Management Leadership Group annually as part of the Emergency Operations Plan review.

7. Authorities and References

UMass Boston Alert System Policy
Campus Closure Policy