Emergency Operations Plan

2019-2020
Office of Emergency Management
Letter of Promulgation

Members of the University Community,

This Emergency Operations Plan offers a comprehensive framework for emergency response and campus preparedness. It provides UMass Boston with a tool to facilitate a timely, effective, 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 efforts.

Our 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” outlines the 2019 - 2020 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,

Katherine S. Newman
Interim Chancellor
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1. Background

The University of Massachusetts Boston (UMB) is vulnerable to natural and human-caused hazards that can impact students, faculty, staff, visitors, and property. A major aspect of preparation is the process of developing plans that will address all potential emergencies, whether they are intentional, accidental or acts of nature. There are different types of preparedness plans that work together to promote campus resilience. There are departmental emergency response plans, building evacuation plans, continuity of operation plans and personal preparedness plans.

To respond effectively to hazards, UMass Boston has adopted this overriding Emergency Operations Plan to guide all our campus wide response efforts. The priorities for this plan are to (1) protect lives, (2) protect the environment, (3) protect university property, (4) stabilize the incident, and (5) restore critical services, education, and research programs.

A separate document titled *Emergency Operations Plan Part 2: Functional and Hazard Annexes* has been developed to describe course of action for departments during particular threats and hazards. The annexes have been developed based on a prioritized list of threats and hazards to the campus. These annexes do not act as department Standard Operating Procedures, but as a guide for course of action.

This plan is part of the overall Emergency Management Program for UMass Boston. UMB has adopted an all-hazards approach to emergency preparedness encompassing preparedness, prevention, protection, response, recovery and mitigation. All these 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.

Several important emergency management policies and standards guide this Plan. They can be viewed in the attachments and at the Preparedness website (umb.edu/preparedness).

1.1 Working Committees and Stakeholder Input

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

- **Emergency Management Committee (EMC)**
  - This workgroup assesses ongoing emergency preparedness plans, tasks, and goals. Membership is tied to critical campus emergency response areas.

- **Emergency Preparedness and Enterprise Risk Advisory Committee**
  - This advisory committee provides guidance for emergency management, business continuity, and enterprise risk assessment. Membership includes representation of faculty, student government, and staff.

- **Columbia Point Preparedness Group**
  - This group shares information and collaborates planning on Columbia Point. Membership includes security and preparedness staff from: UMass Boston, EMK Institute, JFK Library, Massachusetts Archives, BC High, Corcoran Jennison, Doubletree Hotel, as well as from Boston Police, Boston Fire, Boston EMS, and the Massachusetts State Police.
2. Plan Foundations

2.1 Purpose

The UMass Boston EOP is 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.

2.2 Scope

This EOP is a campus-level plan that applies to all colleges, divisions, departments, programs, research centers, and administrative units 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. Individual departments within the university are encouraged to develop their own internal plans. Departmental plans may be used to supplement the EOP, but do not supersede.

Where the University occupies space maintained by other entities, the emergency plans for those entities supersede this plan. 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.

2.3 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.

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

- **Resources Prioritized**: Resources on campus that would normally be required for daily functions may 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. Departments should keep continuity plans current.

### 2.4 Situation Overview

UMass Boston is located in a metropolitan area situated on Boston Harbor. The university is integral to the city and its neighborhoods. Its diverse student body of over 16,000 includes returning Veterans, international students and people with functional needs. Our Residential Facility houses 1,000 students during the school year. Over 1,500 students live in nearby Harbor Point and Peninsula apartments.

### 2.5 Preparedness Mission Areas

This plan and its mission are consistent with the National Planning Frameworks as follows:

- **Prevention**: The prevention mission seeks to avoid, prevent or stop a threatened or actual act of crime or terrorism.

- **Protection**: The protection mission seeks to protect the campus community by ensuring that a system is in place to warn of impending hazards.

- **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 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.
3. Concept of Operations

3.1 Operational Phases

Operational phases are divided into Preparedness, Monitoring, Response, and Recovery.

**OPERATIONAL PHASES**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Command, Control &amp; Communications</th>
<th>Examples</th>
</tr>
</thead>
<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>
</tr>
<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>
</tr>
<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>
</tr>
<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>
</tr>
</tbody>
</table>

3.2 Emergency Response Levels

This EOP proposes a 1-5 scale of emergencies, with Level 1 requiring routine emergency response. Larger emergencies warrant immediate notification of the Chief of Staff and Policy Group by the Incident Commander (the senior responder to the emergency).
RESPONSE LEVELS

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Command, Control and Communications</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Localized emergency easily handled within one department.</td>
<td>Department-Level. Routine notification to Department head, routine email notification beyond department.</td>
<td>Broken water pipe. Routine medical call or traffic stop.</td>
</tr>
<tr>
<td>2</td>
<td>Emergency requiring the response of multiple departments and presenting impacts to one or more university functions and/or facilities. May result in campus closure. Resolved within 24-hour period.</td>
<td>Multiple departments with VC involvement. Policy Group notified. Limited ICS structure with Command and Emergency Support Functions activated. PIO/Liaison functions likely required.</td>
<td>Minor snowstorms. Some utility outages.</td>
</tr>
<tr>
<td>3</td>
<td>University-wide impact. Multiple operational periods anticipated.</td>
<td>Full EOC activated with written Incident Action Plan in place. PIO/Liaison functions required.</td>
<td>Major hurricane with some campus damage. Pandemic occurring on/near campus.</td>
</tr>
<tr>
<td>5</td>
<td>Catastrophic-lengthy disruption possible. Continuity plans critical</td>
<td>Full EOC activated. Incident Action Plan completed. Reduced expectation that external first responders will be available to assist within normal response times.</td>
<td>Citywide terror attack. Earthquake affecting entire city.</td>
</tr>
</tbody>
</table>

3.3 Plan Activation and Communications

Under the UMass Boston Alert Policy, the UMass Boston Police Department 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 describe the nature of incident, the location of incident, and protective actions to be taken. All alerts are sent via multiple modalities. 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 notify 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 steps taken following initial activation.
Emergency Occurs
IMMEDIATE EVACUATION ORDER ISSUED
AND/OR ALERT SENT IF NECESSARY

Command Established

Level 2-5

Routine department response with appropriate notifications.

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.

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
-Coordinate with other PIOs from related agencies if necessary.

PIO will:
-Determine need for immediate messaging and contact Chancellor’s Chief of Staff with advice.
-Inform GRPA/PIO 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.

IC immediately contacts any 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.

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) Quin 3 GRPA or Campus Center 3545

Call Center TBD

Media Briefing Area TBD

Family Reunification Area - Mt. Vernon Bayside

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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.

NIMS is based on an appropriate balance of flexibility and standardization. It provides a consistent 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.

The Incident Commander is the person directly in charge of incident stabilization, operating with the guidance of senior leadership. Senior leadership is in regular contact with Incident Command who is supported by the Public Information Officer (PIO) and the Liaison to ensure that appropriate communications are maintained.

If the impacts of an emergency affect a broad range of campus functions, a Vice Chancellor may assume command. 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. 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.

- **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.

### 3.5 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. UMass Boston Police Department will provide perimeter security.

<table>
<thead>
<tr>
<th>ENTITY</th>
<th>PRIMARY</th>
<th>BACKUP</th>
<th>OFF-SITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Operations</td>
<td>Chancellor’s Conference Room</td>
<td>Campus Center Alumni Lounge</td>
<td>Franklin Street</td>
</tr>
<tr>
<td>Center</td>
<td></td>
<td>UHall TEAL Classroom</td>
<td>UMA Mobile</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</td>
<td>Clark Athletic Center</td>
<td>Doubletree, Bayside, CJ</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 control point to assess the emergency situation, set priorities, and coordinate the disaster response operations.

- **Policy Group**
  The Policy Group requires a private meeting space with adequate IT resources, with special attention to media monitoring and communications requirements.

- **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.

### 3.6 Deactivation and After Action Reporting

The Incident Commander determines when the EOC team can be deactivated. All documentation of the incident should be collected for potential future reimbursement.

After the incident has been resolved, a debrief will be held with all response staff and others depending on the incident. An After Action Report will be prepared 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.

### 4. Organization and Assignment of Responsibilities

#### 4.1 Chancellor’s Cabinet

The Cabinet serves as a critical leadership component of campus preparedness and resilience. During declared emergencies, the Cabinet also serves as the Policy Group under the Incident Command System.

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 Incident Commander and Command Staff

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.
The following positions serve as Command Staff supporting Incident Commanders as needed whatever the type of emergency.

<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>Community Relations</td>
<td>Liaison</td>
</tr>
<tr>
<td>VC Academic Affairs</td>
<td>Faculty Liaison</td>
</tr>
<tr>
<td>VC Student Affairs designee</td>
<td>Student Liaison</td>
</tr>
<tr>
<td>Emergency Manager</td>
<td>EOC Manager</td>
</tr>
</tbody>
</table>

### 4.3 Critical Personnel

Critical personnel are staff designated 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. Tier 1 Critical personnel 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.

### 4.4 Duration of the Incident (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, UMass Boston Police Department, 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)
4.5 Emergency Support Functions

UMass Boston departments can be seen as fulfilling what are known as “Emergency Support Functions” or “ESFs.” ESFs help to group department capabilities into a known Emergency Management organizational structure that provides support, resources, program implementation, and services during campus response operations.

The chart below shows commonly-recognized ESFs, the relevant UMass Boston Departments, and corresponding outside agencies. The ESFs provide a structure for coordinating interdepartmental support for response to an incident.

<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&lt;br&gt;Alternate learning spaces, shift to online spaces.&lt;br&gt;Determinations about credit/grade issues.&lt;br&gt;Communications to/through Deans and Faculty</td>
</tr>
<tr>
<td></td>
<td>ESF-19 Research</td>
<td>Research continuity&lt;br&gt;Research data&lt;br&gt;Records management</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.&lt;br&gt;Emergency Procurement&lt;br&gt;Payments and Processing&lt;br&gt;Reimbursement&lt;br&gt;Resource acquisition and tracking.</td>
</tr>
<tr>
<td>Campus Services</td>
<td>ESF-6 Foodservice, Mass Care &amp; Housing</td>
<td>Provide foodservice during emergencies.&lt;br&gt;Coordinate provision of temporary shelter through the City of Boston.</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>ESF-5 Emergency Management, Information and Planning</td>
<td>Support Incident Commander, Chancellor’s Policy Group during Incident Response&lt;br&gt;EOC Management&lt;br&gt;Situational Awareness&lt;br&gt;Business Continuity Activation</td>
</tr>
<tr>
<td></td>
<td>ESF-14 Recovery</td>
<td>Support department activation of continuity plans and overall campus management for recovery.</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.</td>
</tr>
<tr>
<td></td>
<td>ESF-11 Animal Care</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>ESF-3 Facilities &amp; Infrastructure</td>
<td>Debris removal.&lt;br&gt;Snow removal.&lt;br&gt;Clearing roadways and walkways.&lt;br&gt;Emergency repairs to campus infrastructure.&lt;br&gt;Facility restoration.</td>
</tr>
<tr>
<td>ESF-12</td>
<td>Energy/Utilities</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technical assistance and damage assessment. Emergency fencing, jersey barriers, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain all utilities. Address utility disruptions, working with outside contractors/providers. Provide power, distribution systems. Fuel and emergency generators.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRPA/PIO</th>
<th>ESF-15</th>
<th>Public Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Activate Campus Crisis Communications plan, overseeing all communications related to incident including media relations, social media and information-line communications.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>ESF – 14</th>
<th>Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Address faculty &amp; staff welfare needs. Provide support services to faculty &amp; staff. HR operations &amp; activities in support of response and recovery. Payroll continuity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IT-Telecom, Networking</th>
<th>ESF-2 IT Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Phone and network connectivity. Assist with EOC, Call Center setup when necessary and relocation of office spaces as needed.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transportation Services (Parking)-Campus Services</th>
<th>ESF-1</th>
<th>Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UMass Boston Police Department</th>
<th>ESF-13</th>
<th>UMass Boston Police Department &amp; Security</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ESF-9</td>
<td>Search and Rescue</td>
</tr>
<tr>
<td></td>
<td></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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Affairs</th>
<th>ESF-18</th>
<th>Student Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Address student welfare needs. Communications to/through Student Government, clubs, activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>University Health Services</th>
<th>ESF-8</th>
<th>Public Health &amp; Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></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>
4.6 Roles in the Incident Command System

The Incident Commander may divide staff into four ICS sections to facilitate response: Operations, Planning, Logistics and Finance/Administration.

4.6.1 The Incident Commander

- Has the authority for all emergency response efforts and serves as supervisor to all Section Chiefs.
- Is responsible for the overall management of the incident and all activities until he/she makes assignments to others.
- Determines the location of the Command Post and/or the EOC with assistance from the Emergency Manager.
- Assesses the emergency, establishes incident objectives and develops the Incident Action Plan with Section Chiefs and Policy Group input.
- Provides information to the PIO for media release when appropriate.
- Provide briefings to the Policy Group.
- Selects a Deputy who may be designated to perform tasks and provide relief to the IC.

4.6.2 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.

4.6.3 Safety Officer

The Safety Officer monitors and evaluates all incident operations. He/she makes recommendations to minimize 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).

4.6.4 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.

4.6.5 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 determining needs and request additional resources and reporting to the Incident Commander.

4.6.6 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).

4.6.7 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.).

4.6.8 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 a Serious Potential Emergency

If a potential threat could quickly escalate and become a serious campus emergency, notice will be provided to the Chief of Staff, VCAF, VCSA, VCHR, and Provost. This notice would trigger an assessment of the threat and a determination of potential response actions. This is referred to as the Monitoring Phase.

This could occur for an event 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 Triggers for Notifying Senior Leadership

When an emergency occurs, the Incident Commander on scene must determine the seriousness of the emergency and whether senior leadership must be notified immediately. 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.

UMass Boston Police Department officials may initiate a building- or Campus-wide Evacuation Plan without consultation with the Policy Group for the safety of the campus community. In a campus-wide evacuation, all must leave immediately for safety; parking gates are lifted.

An evacuation is different from a campus closure. A campus closure does not require immediate departure from campus but rather a controlled exit. 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 the Chief of Staff, VCAF, VCSA or Provost determine that an emergency requires a broad, university-wide response (Levels 2-5). This declaration 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 UMass Boston Police Department 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 evening conferrals unless otherwise indicated.

5.6 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 will coordinate all ICS training requested. This training is free to university staff.

5.7 Information Collection, Analysis and Dissemination

5.7.1 Information and Planning

During an emergency, the effective and efficient management and distribution of critical information is essential. The Planning Section is responsible for all data collection, documentation, reporting, and dissemination. The Emergency Manager staffs the Planning Section.
5.7.2 Alert, Notification, Warning, and Emergency Public Information

The UMass Boston Alert System will send emergency alerts to all active UMass Boston e-mail accounts. 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 UMass Boston Police Department. Other messages are sent by the Department of Communications performing the PIO function.

5.7.3 Needs, Damage and Situational Assessment

Following an emergency or disaster, there is a need to assess the damages and ascertain immediate needs. For purposes of this Plan, each department will assess damages and needs pertinent to their area of expertise.

5.8 Incident Action Plan

The Incident Action Plan (IAP) is a written plan that defines the incident objectives and reflects the tactics necessary to manage an incident. The IAP is a directive, “downward-looking” tool – not an assessment tool, feedback mechanism, or report. A well-crafted IAP helps senior leadership understand incident objectives and issues. There are five phases as shown in the chart.

**Phase 1: Understand the Situation**
This is the initial phase that includes the steps outlined in the chart.

**Phase 2: Establish Incident Objectives**
Incident Objectives are established. A full meeting of the Command Staff 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 Exercises
The University’s training and exercise programs are administered by the Office of Emergency Management, in coordination with other departments and emergency response agencies. Exercises are conducted according to the standards set by the Department of Homeland Security and FEMA. Training includes seminars, workshops, tabletop exercises, drills and full-scale exercises. Training has been undertaken by departments, committees, or groups, as well as campus-wide. Over a dozen full scale exercises have been held on campus since 2012.

The Office works with external first responder agencies to supply actors and assistance for their exercises.

6.2 Plan Development and Maintenance

This plan will be reviewed annually and updated as appropriate.

Attachments

A- Record of Changes to the Plan
B- Record of Plan Distribution
C- Policies and Standards
D- Authorities
E- Related Plans and Initiatives
F- Major Exercise
G- Acronyms and Definitions
A - Record of Changes

<table>
<thead>
<tr>
<th>Change</th>
<th>Section</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changed CMP format to reflect NIMS/ICS.</td>
<td>All</td>
<td>2008</td>
</tr>
<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>
</tr>
<tr>
<td>Combined with “Crisis Book.”</td>
<td>All</td>
<td>2013</td>
</tr>
<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 Added new guidelines for Incident Commander.</td>
<td>All</td>
<td>2015</td>
</tr>
<tr>
<td>Added Functional and Hazard Annexes.</td>
<td>Annexes</td>
<td>2017</td>
</tr>
<tr>
<td>Update and review of EOP. Revised with campus move to 24/7</td>
<td>All</td>
<td>2018</td>
</tr>
<tr>
<td>Updated and shortened Plan. Organized Annexes into a separate document (EOP Part 2 – Functional and Hazard Annexes).</td>
<td>All</td>
<td>2019</td>
</tr>
</tbody>
</table>

B- Record of Distribution

- Chancellor’s Policy Group
- Emergency Management Committee
- Emergency Operations Center Team

C-Policies and Standards

Policies

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

Standards

- Emergency Management Accreditation Program (EMAP) Standard
- National Fire Protection Agency 1600
University of Massachusetts Boston 2019-2020 Emergency Operations Plan


D-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.

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.
Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), PL 99-499 as amended.
Executive Order (EO) 12148 of July 20, 1979, as amended, Federal Emergency Management.
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.

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
E-Related Plans and Initiatives

There are several important resources and relationships that can assist the campus in the event of an emergency.

Hazard Mitigation Planning
In 2013, consultant group Woodard and Curran undertook a comprehensive hazard mitigation plan for the campus. This comprehensive analysis identified risks including winter storms, coastal storms, fire, flood, criminal acts, utility disruption, lack of regional or local services, damage to facilities and inability of staff to reach campus.

System-wide Integration
The UMass System-wide Enterprise Risk Management Council has developed a risk management initiative at all campuses.

Local Community
The campus has worked collaboratively with its neighbors in the Columbia Point Associates and has served as a site for several major full-scale emergency exercises. It is connected to Massachusetts Emergency Management via Web EOC and the Health and Homeland Alert Network. Representatives of the Columbia Point Associates are included on the UMass Boston Alert System and receive campus emergency alerts.

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 Committee is composed of emergency response leadership. This group develops and approves policies, plans and procedures.

F-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 Full Scale Exercise
- 2017: Immunopalooza Mass Vaccination Full Scale Exercise
- 2019: UHall Prepared Full Scale Exercise
H- Acronyms and Definitions

AAR – 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 department or unit.

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

EMC – Emergency Management Committee: This committee meets quarterly 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 UMass Boston Police Department 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).