UMass Boston

Emergency Operations Plan

2023–2024 Office of Emergency Management

UMass Boston

LETTER OF PROMULGATION

August 10, 2023

Dear Beacons,

The UMass Boston Emergency Operations Plan (EOP) offers a comprehensive framework for emergency response and campus preparedness. It provides the campus 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 2023–2024 Emergency Operations Plan for UMass Boston. I encourage you to give this document your full attention and participate in safety awareness workshops and emergency response drills that are made available to the campus community.

Sincerely,

Marcelo Suárez-Orozco
Chancellor

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1. BACKGROUND

The University of Massachusetts Boston 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 the 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. The University of Massachusetts Boston 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 on the Office of Emergency Management's 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.
- UMass Boston Enterprise Risk Management Committee (ERMC)
  - This committee/working group is made up of departments representing all aspects of campus operations (administration, academic, and research). The purpose of the committee is to identify the risks that affect the University of

Massachusetts Boston's ability to accomplish its mission, assess the current status of plans to prepare for and mitigate risks, analyze and prioritize identified risks, as well as make recommendations to the campus administration concerning responding to those risks, monitoring and updating progress.

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

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 it.

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 a 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 1,077 students during the school year. Over 1,500 students live in the 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.

3.1 Operational Phases

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

OPERATIONAL PHASES			
Phase	**Description**	**Command, Control, and Communications**	**Examples**
Preparedness	During the preparedness phase, the university is engaged in planning, training, exercising, protection, mitigation, and outreach efforts.	Everyday, non-emergency operations	Regular operations and ongoing preparedness activities
Monitoring	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.	- Emergency Response Team meetings - Policy Group briefings - Communications as needed	- Pandemic exists elsewhere - Computer virus said to target universities
Response	Responders are addressing the emergency, including whole community needs. Some continuity plans activated as necessary.	See Response Levels Table.	See response levels.
Recovery	Continuity plans activated. This phase will overlap with Response.	Command will likely shift as Response turns to Recovery.	Some activities are resumed, others disrupted. Continuity plans are activated.
Restoration	The university has been restored to ongoing preparedness.	Everyday, non-emergency operations	Regular operations and ongoing preparedness activities

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 (IC), the senior responder to the emergency.

RESPONSE LEVELS			
	Description	**Command, Control, and Communications**	**Examples**
1	Localized emergency easily handled within one department	Department-level. Routine notification to department head, routine email notification beyond department.	- Broken water pipe - Routine medical call or traffic stop
2	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	Multiple departments with VC involvement. Policy Group notified. Limited Incident Command System (ICS) structure with command and emergency support functions activated. Public information officer (PIO)/liaison functions likely required.	- Minor snowstorms - Some utility outages
3	University-wide impact. Multiple operational periods anticipated	Full Emergency Operations Center (EOC) activated with written Incident Action Plan in place. PIO/liaison functions required.	- Major hurricane with some campus damage - Pandemic occurring on/near campus
4	Emergency requiring extensive involvement of external responders	Full EOC activated. Incident Action Plan completed. Integration with external first responders.	- Plane crash - Major violent protest on campus
5	Catastrophic, lengthy disruption possible. Continuity plans critical	Full EOC activated. Incident Action Plan completed. Reduced expectation that external first responders will be available to assist within normal response times.	- Citywide terror attack - Earthquake affecting entire city - Pandemic

3.3 Plan Activation and Communications

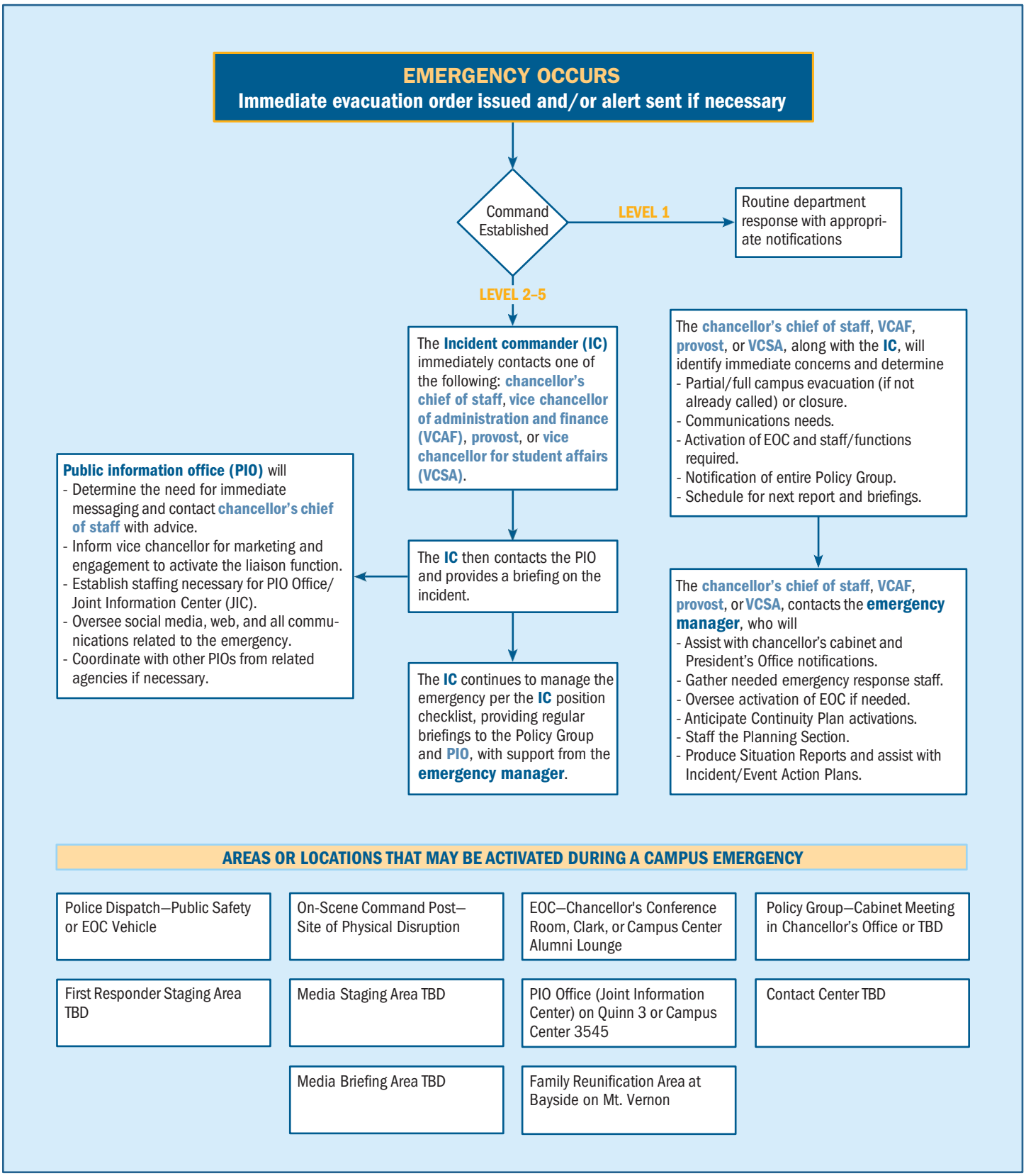
Under the UMass Boston Alert Policy, the UMass Boston Police Department has the authority to issue the initial alert in cases of imminent danger to campus or communications required under Clery Act. The Office of Communications sends an initial alert for non-urgent initial notifications in case of a 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 pop-ups.

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.

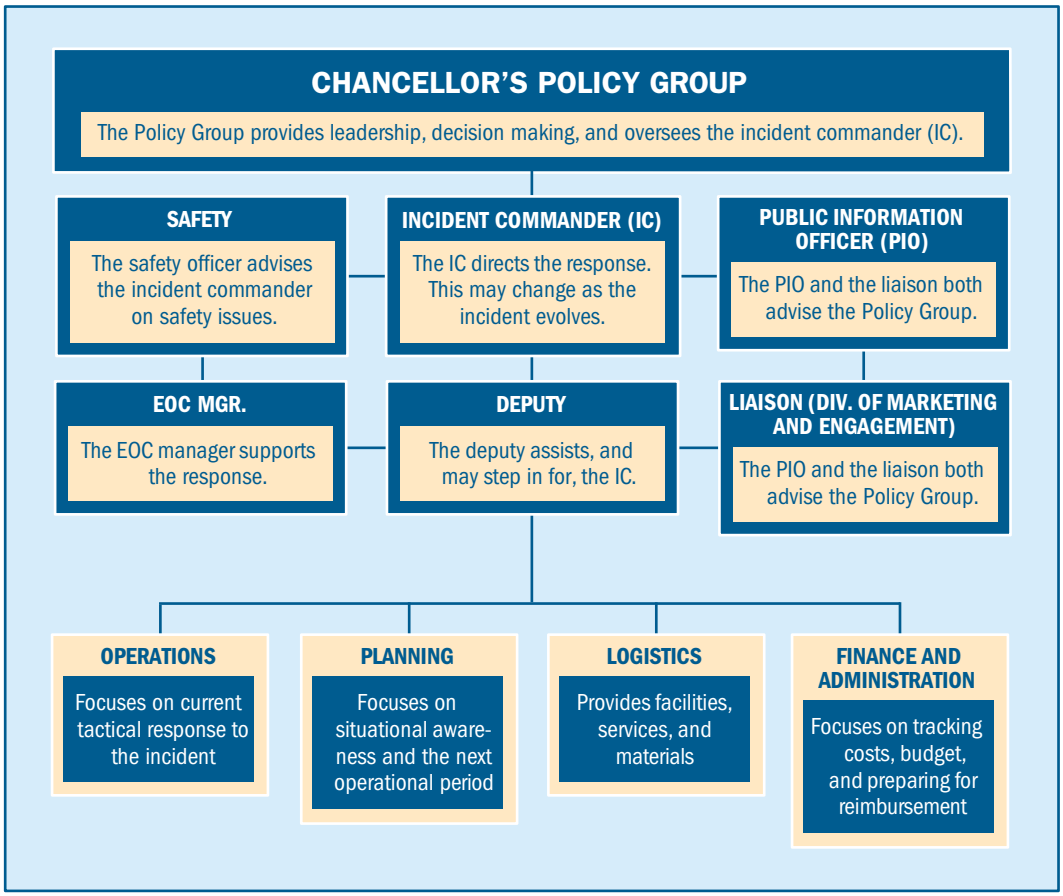


3.4 Incident Command System

The UMass Boston Emergency Management Program is structured in accordance with the National Incident Management System (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, which 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 UMass Boston Police Department will provide perimeter security.

Entity	Primary	Backup	Off-site
Emergency Operations Center	Chancellor's Conference Room Virtual EOC	Campus Center Alumni Lounge UHall TEAL Classroom Virtual	Virtual One Beacon Street
Policy Group/PIO	Chancellor's Office Virtual	Campus Center Faculty Club Virtual	Virtual
PIO Offices	Quinn 3 Marketing and Engagement	Campus Center UHall Classroom Space	Virtual
Contact Center	Quinn 308 Virtual	Campus Center Virtual	Vendor Virtual
Family Meeting Area	Campus Center	Clark Athletic Center	Bayside

- 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—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 by the Office of Emergency Management 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 (ICS).

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 member of the chancellor's cabinet, the chief of staff, or deputy chancellor. If one of these executive positions 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.

Incident Commander	Type of Emergency
UMass Boston Police Department Chief	Criminal / Public Safety
Associate VC for Facilities	Facilities, Utility Outages, Construction, Flooding, Weather
University Health Services Medical Director	Pandemic
Vice Chancellor for Student Affairs	Student/Residential Hall
Chief Information Officer	IT/Cyber
Unified: Student Affairs / Emergency Management	International Emergency
Director of the Office of Environ. Health and Safety	Hazmat, Lab Incidents, Fire

The following positions serve as command staff supporting incident commanders as needed, whatever the type of emergency may be.

Campus Position	ICS Command Staff Position
Environmental Health and Safety Director	Safety
Director of Communications	Public Information
AC, Government Relations	Liaison
VC, Academic Affairs	Faculty Liaison
VC, Student Affairs	Student Liaison

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, or property and have an effect on damaging the university's reputation. (Examples: utility plant management, UMass Boston Police Department, animal feeding, IT security, residential hall)
- **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 the department/university objectives and have great consequences if paused for more than one week. Must be restored sooner than seven 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.

Department/Unit	ESF	Actions
Academic Affairs	ESF-17 Academic Affairs	Academic continuity Alternate learning spaces, shift to online spaces Determinations about credit/grade issues Communications to/through deans and faculty
	ESF-19 Research	Research continuity Research data Records management
Administration and Finance	ESF-20 Finance and Resource Management	Documentation of emergency-related costs, including time, receipts for expenditures, and all related costs Emergency procurement Payments and processing Reimbursement Resource acquisition and tracking
Campus Services	ESF-6 Foodservice, Mass Care, and Housing	Provide food service during emergencies
Emergency Management	ESF-5 Emergency Management, Information, and Planning	Support incident commander, chancellor's Policy Group during incident response EOC management Situational awareness Business continuity activation
	ESF-14 Recovery	Support department activation of continuity plans and overall campus management for recovery
Environmental Health and Safety	ESF-10 Hazmat	Initial response to chemical spills and hazardous materials releases, working with Boston Fire for larger chemical emergencies
	ESF-11 Animal Care	Safeguard animals on campus during campus emergencies as set forth in the Institutional Animal Care and Use Cmte. (IACUC) Disaster Recovery Plan.
Facilities	ESF-3 Facilities and Infrastructure	Debris removal Snow removal Working with state building inspector on code enforcement, etc. Clearing roadways and walkways Emergency repairs to campus infrastructure; facility restoration Technical assistance and damage assessment Emergency fencing, jersey barriers, etc.
	ESF-12 Energy/Utilities	Maintain all utilities Address utility disruptions, working with outside contractors/providers Provide power, distribution systems Fuel and emergency generators
Marketing and Engagement/PIO	ESF-15 Public Information	Activate Campus Crisis Communications Plan, overseeing all communications related to the incident, including media relations, social media, and information-line communications. Provide scripts for those answering university phone lines, including those in a Contact Center.
Human Resources	ESF – 14 Recovery	Address faculty and staff welfare needs Provide support services to faculty and staff HR operations and activities in support of response and recovery Payroll continuity
IT-Telecom, Networking	ESF-2 IT Communications	Phone and network connectivity Security cameras, campus network/infrastructure, campus computers Assist with EOC, contact-center setup when necessary and relocation of office spaces as needed

Graph continued on next page

Department/Unit	ESF	Actions
Transportation Services (Parking) - Campus Services	ESF-1 Transportation	Manage parking exits/gates for evacuation Shift bus routes as needed for evacuation Notify MBTA when necessary Assist with staging areas in parking lots if required
UMass Boston Police Department	ESF-13 UMass Boston Police Department and Security ESF-9 Search and Rescue	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
Student Affairs	ESF-18 Student Affairs	Address student welfare needs Communications to/through student government, clubs, activities Family Assistance Center Residential halls—in coordination with COCM Coordinate provision of temporary shelter through the City of Boston and other agreements
University Health Services	ESF-8 Public Health and Medical	Provide public health response for medical emergencies including pandemic flu and other outbreaks Provide emergency mental health counseling Provide first aid and emergency care for campus events and emergencies, supplementing Boston EMS if necessary

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
- Provides 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 Contact 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 resource 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, requesting 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. Planning Section personnel 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.

5.1 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, deputy chancellor, vice chancellor of administration and finance (VCAF), vice chancellor for student affairs (VCSA), vice chancellor for human resources (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 phase 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 phase 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, director of enterprise risk management:

- Any time the campus must be evacuated
- Threats that endanger any faculty, staff, or students
- 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 that 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 Individual Building Closure

The Associate Vice Chancellor of Facilities, the Director of Environmental Health and Safety, or designee(s) have the authority to close a building or multiple buildings for reasons outside of an emergency situation. The reason could be for regulatory, life safety, code violating, lack of sanitary or other hazardous or serious conditions affecting the safe reasonable use of the building(s).

5.5 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.

5.6 Notifications

Following the UMass Boston Alert System Policy, alerts may be sent by the 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 will gather in a timely manner upon 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 the 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 the 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.

5.7 External Responders/Agencies

Boston Fire Department and Boston EMS are the first responders for fires and medical emergencies. Depending on the emergency, federal or state 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 nomencla- ture. All incident commanders and deputy incident commanders who may work with external first responders are required to be trained in ICS 100 & 200, and encouraged to take ICS 300 & 400. The campus Emergency Management Director / EOC Director and Police Leadership (Police Chief, Deputy Police Chief, and Police Supervisors) are required to be trained through advanced ICS 400. The Office of Emergency Management working with the Massachusetts Emergency Management Agency (MEMA), will coordinate all ICS training requested. ICS 100 and 200 are provided online. ICS 300 and 400 are taught in person through MEMA.

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. The Planning Section is responsible for all data collection, documentation, reporting, and dissemination. The emergency manager staffs the Planning Section.

5.8.2 Alert, Notification, Warning, and Emergency Public Information

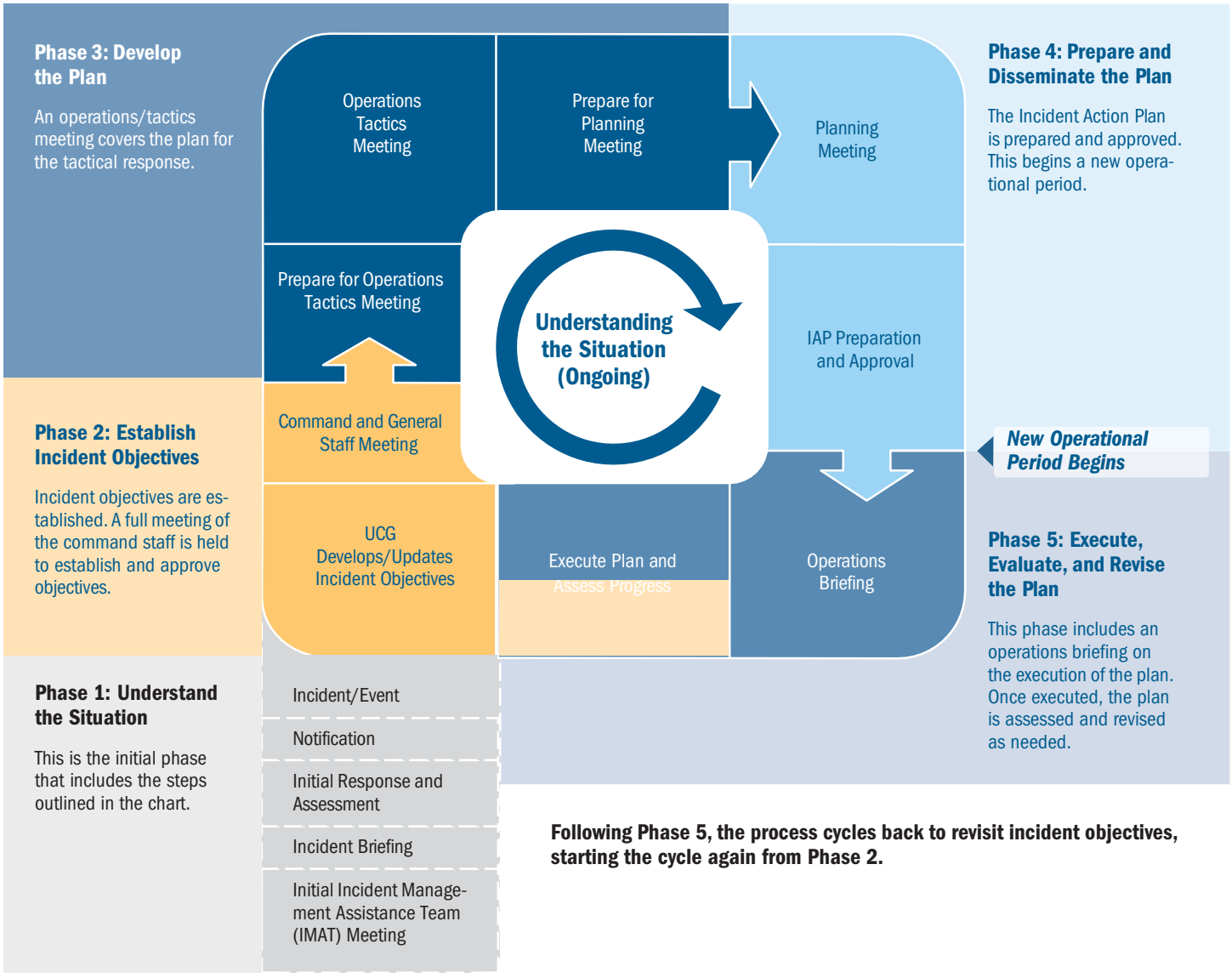
The UMass Boston Alert System will send emergency alerts to all active UMass Boston email accounts. Alerts are also sent to campus TV screens, some university computer screens, and the UMass Boston Facebook and X (formerly Twitter) social media accounts. The campus also has the option of pushing an emergency alert to its outdoor speaker system if necessary. Immediate warning alerts are issued by the UMass Boston Police Department. Other messages are sent by the Department of Communications performing the PIO function.

5.8.3 Needs, Damage, and Situational Assessment

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

5.9 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:



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.

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

Change	Section	Date
Changed Crisis Management Plan (CMP) format to reflect NIMS/ICS	All	2008
Simplified, added references to Annex Plans	All	2010
Reversed Incident levels	Levels	2011
Integrated Inclement Weather section	Annex	2012
Combined with "Crisis Book"	All	2013
Aligned to the AY schedule. Added new annexes, ESF designations	All	2014
Appended EOC Activation Guide, produced EOP binders, added new guidelines for incident commander	All	2015
Added Functional and Hazard annexes	Annexes	2017
Update and review of EOP. Revised with campus move to 24/7	All	2018
Updated and shortened plan. Organized annexes into a separate document (EOP Part 2 – Functional and Hazard annexes)	All	2019
Update and review of EOP. Revised with lessons learned from COVID	All	2021
Updated EOP based on lessons learned and campus changes since 2021	All	2023

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
- ISO 22301: International Standard, Societal Security - Business Continuity Management Systems, Requirements
- ISO 3100: International Standard, Risk Management

D-Authorities

This plan is promulgated under the authority of the chancellor and managed under the vice chancellor of 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

Federal Civil Defense Act of 1950, Public Law (PL) 81-950 as amended.
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.
Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance.
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.
Federal Preparedness Circular 8, June 22, 1989, Public Affairs in Emergencies.
Homeland Security Presidential Directive 5, February 28, 2003, Management of Domestic Incidents.

Presidential Policy Directive/PPD-8, March 30, 2011.
Presidential Policy Directive/PPD-21, February 12, 2013.
Higher Education Opportunity Act (PL-110-315) August 14, 2008.
The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) December 09, 2008.

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, the 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 President's Office, director of enterprise risk management, has worked to develop a risk-management initiative on all UMass campuses. Each campus has an enterprise risk-management committee working toward mitigating the risk of all hazards identified.

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 Hazmat 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
- 2023: UMass Boston Prepared – Campus Center Full-Scale Exercise
- 2023: UMass Boston Campus Leadership Active Threat Tabletop Exercise

G-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. This committee was created to provide guidance for emergency management, business continuity, and risk assessment activities on campus. The committee meets each semester to assess and guide activities and to 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 education 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 there is a 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 the following: 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 – The National Incident Management System is mandated by HSPD-5 (Homeland Security Presidential Directive 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; Multiagency 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 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).

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