



Fitchburg State University

Emergency Management Plan

April 18, 2019

Fitchburg State Emergency Management Team

This document contains an overview of the Fitchburg State University plan for emergency operations. It details emergency response policies, describes response departments and assigns tasks.

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1. Emergency Management Plan Graphic Layout

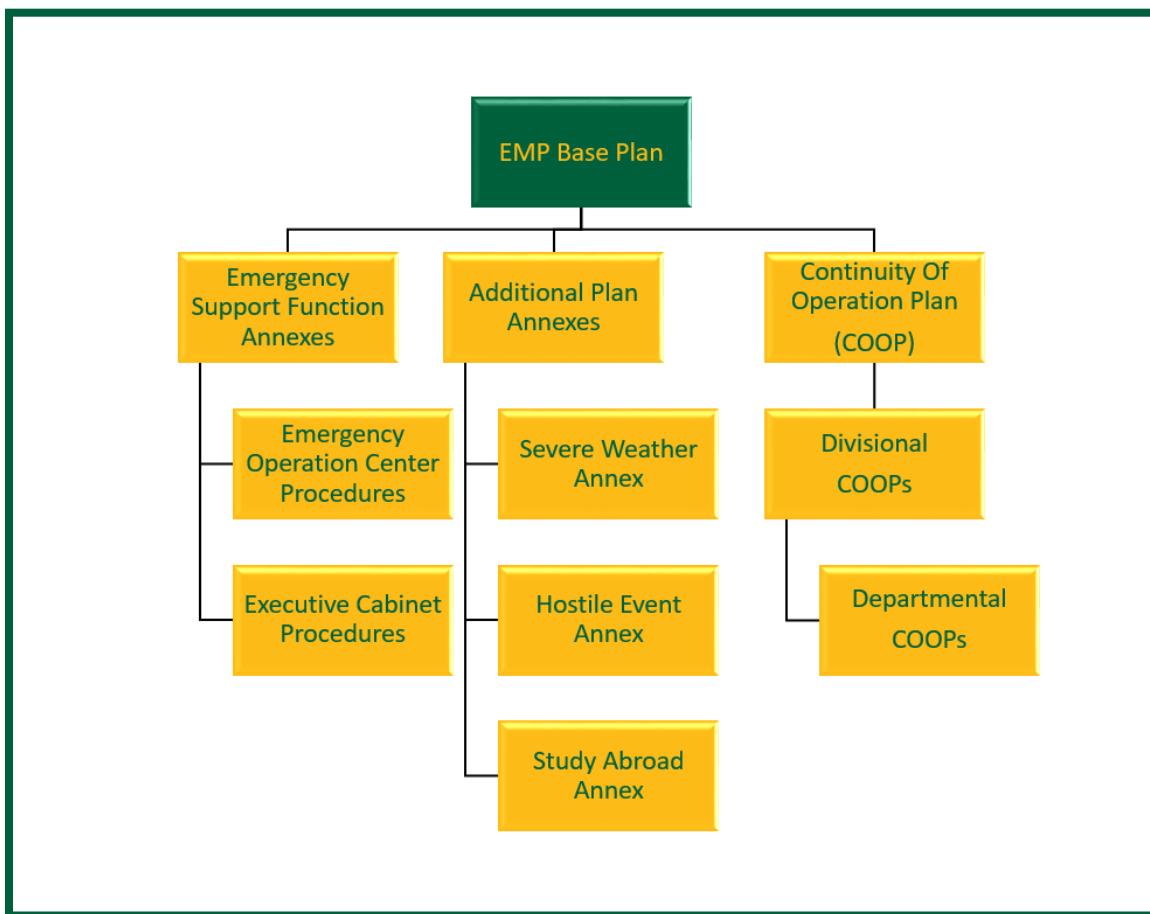
The Fitchburg State University (FSU) Emergency Management Plan (EMP) is organized according to the following diagram:

This **EMP Base Plan** illustrates the overall methodology behind how emergencies/incidents will be managed by the University.

The **Emergency Support Function (ESF) Annexes** aligns applicable FSU departments into functional areas according to their roles in response to a campus emergency or disaster. The ESF annexes provide basic information on internal and external departments and agencies that might be needed for an incident that impacts FSU. Each ESF has at least one lead department within the University that will lead the specific response, one or more supporting departments within the University that will provide response support, and/or outside response agencies that coordinate with internal ESFs.

The **Additional Plans/Annexes** contain supplemental information relevant to all EMP elements, such as the Hostile Events Annex, Severe Weather Annex, and Study Abroad Annex.

The **Continuity of Operation Plans (COOP)** contains information at the departmental and divisional level that maximizes the University's capacity to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an event that disrupts normal operations.



2. Plan Documentation

2.1 Record of Review and Changes

Recommended changes to this document should be forwarded to the Fitchburg State Emergency Management Team C/O: McClouti4@fitchburgstate.edu or Bbornem1@fitchburgstate.edu

2.2 Plan Distribution List

The Emergency Management Plan is distributed to all departments and auxiliaries involved in the plan, which includes the following:

- All members and departments of the Emergency Operations Center (EOC) Team
 - Fitchburg State University Executive Cabinet
 - Massachusetts Emergency Management Agency (MEMA)

2.3 Authorities and Standards

This plan is established under the following authorities and standards for emergency management:

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act / Public Law 93-288, as amended
- 44 Code of Federal Regulations (CFR), Policy and Guidance for Federal Disaster Response and Recovery
- Homeland Security Presidential Directive (HSPD) 5 “Management of Domestic Incidents”, February 28, 2003
- National Response Framework, March 22, 2008
- National Incident Management System (NIMS), March 1, 2004

Commonwealth of Massachusetts

- Massachusetts Civil Defense Act, Chapter 639 of the Acts of 1950 Codified, Appendix 33
- MA Executive Order #242, June 28, 1984 (Comprehensive All-Hazards Planning)
- MA Executive Order #469, September 28, 2005 (Designation of the National Incident Management System as the Commonwealth’s Incident Management Standard)

Massachusetts Board of Higher Education

- Campus Violence Prevention and Response: Best Practices for Massachusetts Higher Education (**2008**)
- Securing Our Future: Best Practice Recommendations for Campus Safety and Violence Prevention (**2016**)

Additional References

- Emergency Management Accreditation Program (EMAP) Standards, 2016
- U.S. Department of Education: Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education

3. Introduction

3.1 Overview

Fitchburg State University (FSU) is vulnerable to a number of natural and human-caused hazards that can affect university property and faculty, staff, students, and visitors. To effectively respond to these natural and human-caused hazards, FSU has adopted this Emergency Management Plan (EMP) to guide response efforts.

The priorities for this plan are to (1) protect lives, (2) stabilize the incident, (3) protect the environment, (4) protect university property, and (5) restore critical services, education, and research programs. This plan also strives to meet National Incident Management System - Incident Command System (NIMS ICS) requirements as established by the Federal Emergency Management Agency (FEMA). The use of NIMS ICS enables this response plan to coordinate effectively with other jurisdictions involved in a response, such as the Fitchburg Police Department, the Fitchburg Fire/EMS Department, local agencies and state agencies.

3.2 Purpose

The purpose of the FSU Emergency Management Plan (EMP) is to outline the management structure, responsibilities, procedures, and guiding policies to assist the Fitchburg State University campus when responding to an emergency event. Department-specific plans and standard operating procedures complement and coordinate overall efforts while providing more depth and specific detail regarding department-level response.

3.3 Scope

The FSU EMP is a campus-level plan covering property owned, operated, and controlled by Fitchburg State and the faculty, staff, students, and visitors associated with the FSU campus. This EMP is designed to address a range of natural and manmade hazards that could affect the FSU campus. The plan includes procedures for responding to a range of levels of emergency, regardless of size, type or complexity.

This Plan supersedes and rescinds all previous editions of FSU emergency plans. If any portion of this plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this plan.

Nothing in the EMP, or any element thereof, should be construed as limiting the use of good judgment and common sense in matters not foreseen or addressed by the EMP, Annexes or its appendices.

3.4 Situation

Fitchburg State University is located in the city of Fitchburg, within Worcester County in the northern part of the Commonwealth of Massachusetts. Founded in 1894, Fitchburg State University is a public institution dedicated to integrating high-quality professional programs with strong liberal arts and sciences studies. The University has more than 30 undergraduate programs and 22 master's degree programs, and 7,000 full and part-time students.

FSU encompasses nearly 142.5 acres. The main campus has over 48 buildings, 21 which are dedicated as residential. The main campus sits on 60 acres, with an additional 11 acres for the McKay Teacher Education Center. The Athletic Fields are situated on 17 acres, with an additional 12.5 acres on John Fitch Highway, and 42 acres on Pearl Hill Road used for passive recreation. The University also owns 122 acres in Lancaster, Massachusetts (a neighboring community) used for nature and ecological study, which is not considered part of the University's "Main" Campus.

3.5 Assumptions

FSU's EMP is based on assumptions that provide a basic foundation for establishing our operating procedures and checklists. These assumptions cover a wide range of potential hazards from natural disasters to human-caused events. Therefore, the plan's assumptions will be based on "general" considerations.

- Emergencies may require cooperation/coordination of internal and external departments, organizations, and agencies to include University, city, county, state and federal entities and other organizations like the American Red Cross, Community Emergency Response Team (CERT), etc.
- In any given emergency, local, state, and federal services may have limited or no availability.
- Basic services including electric, water, natural gas, heat, telecommunications, and other information systems may be interrupted.
- Buildings and other structures may be damaged.
- Normal suppliers may not be able to deliver goods and services.
- Students, faculty, staff, and visitors may not be able to travel to or leave the University.
- This EMP is based on emergency events that are most likely to occur in our area; however, it may be implemented in a modified condition to cover other emergency situations.
- Most emergency events will occur with little or no warning.
- There is an expectation that specific departments at the University tasked by the CEMP maintain training and readiness to respond to emergency situations."
- Periodic exercising of the plan's response requirements is critical to ensure operational readiness and effectiveness.

3.6 Hazard Mitigation

As part of all-hazard planning, the campus has a committee called the Fitchburg State University Emergency Management Team (FSUEMT), which includes departments representing the majority of aspects of campus operations (administration, residential, and academic). The purpose of the team is to identify the natural and human-caused hazards that may affect the University's ability to accomplish its mission, assess the status of plans to prepare for and mitigate hazards, analyze and prioritize identified hazards, make recommendations to the Fitchburg State Executive Cabinet concerning responding to those hazards, and monitor and update progress.

3.7 Access and Functional Needs Populations

The needs of individuals with disabilities, chronic health conditions and other access and functional needs populations are an important planning consideration in the development of the EMP. The EMP adopted the following definition of "access and functional needs population" that includes a broad set of common function-based needs that is consistent with language in the National Response Framework (NRF), which defines "access and functional needs" as "special needs":

"Access and Functional Needs Populations are defined as those whose members may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional assistance may include those who have disabilities, live in institutionalized settings, are elderly, are children, are from diverse cultures, have limited English proficiency, or are non-English speaking, or are transportation disadvantaged."

The use of the term "access and functional needs population" is consistent with FEMA's recent effort to properly describe this population. The Emergency Operation Team and Fitchburg State Emergency Management Team work with the FSU Office of Disability Services and Human Resources to ensure functional needs considerations are an integral part of any emergency / incident on campus.

4. Concept of Operations

4.1 Overview

FSU will strive to rapidly and effectively manage campus emergency incidents through clear leadership, effective management, and timely response. Management of emergencies at FSU will utilize best practices from the National Incident Management System (NIMS). Management of response actions and resources during emergency incidents will utilize the Incident Command System (ICS). Incident Action Plans (IAP), verbal or written, will document the strategies, tactics, and resources to manage the incident.

Management of campus incidents begins with first responders, and elevates to include others from the University and local communities, as well as other partners as additional resources may be applied to the incident. The EMP is written in a capabilities-based format as the framework for responding to and managing incidents caused by both anticipated and unexpected hazards. Emergency response capabilities and responsibilities are documented in the Emergency Support Function (ESF) Annexes attached to this plan. Activation of specific capabilities and resources will be limited to those needed to respond to and manage the particular incident or event.

4.2 Levels of Emergency Response

Emergency conditions vary with incident and activation. Most incidents that occur on a daily basis can be resolved with on-duty personnel within the scope of their functional area without activation of this Plan. In other situations this guide provides the three levels of emergency, which are specified as follows:

- **Level 1:** Localized; poses limited impact to campus community and on-campus operations or services; requires individual department response, resources and coordination. Emergency Operation Center (EOC) Team activation is optional.
- **Level 2:** A serious event that poses significant risk to the campus community, either completely or in part, and/or has considerable impact on overall campus operations/services. May require additional campus resources or external agency resources and coordination. EOC Team partial or full activation is necessary.
- **Level 3:** A significant or catastrophic situation that impacts the entire campus and/or poses a significant threat to safety of the campus community. Likely to require additional campus resources or external agency resources and coordination. EOC Team partial or full activation is needed.

Generally, the EOC is activated under Level 2 and 3 emergencies. **Table A (below)** provides the definitions and response actions for each FSU Emergency Level.

All Emergencies, regardless of size or scope, shall be reported to the University Police Department for purposes of response, notification, and documentation. The University Police Department can be contacted at 978-665-3111, 24 hours a day.

Table A – Fitchburg State Emergency Response Levels

Emergency Response Level	Definition	Action
1.	<p>Localized; poses limited impact to campus community and on campus operations or services; requires individual department response, resources and coordination.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> • Minor water pipe leak within a building • Minor chemical/fuel spill • Student/employee related incident • Single or limited power outage affecting non-research/lab buildings • Traffic accident w/ or w/out injuries—no or little traffic impact • Small fire of limited scope/impact • Suspicious odors in building • Technology outage of limited impact and scope 	<ul style="list-style-type: none"> • Handled within normal operations of the department with primary responsibility over the incident. • Incident notifications and procedures are conducted in accordance with the department's internal plans and procedures. • Department representative is responsible for notifications to any additional FSU departments and Public Relations. • Notifications to University Police, Capital Planning and Maintenance, Environmental Health and Safety, etc. must be made as appropriate to the incident. • Activation of EOC Team is OPTIONAL.
2.	<p>A serious event that poses significant risk to the campus community, either in whole or in part, and/or has considerable impact on overall campus operations/services. May require additional campus resources or external agency resources and coordination.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> • Isolated utility failure >4 hours • Impending severe storm • Medium chemical/fuel spills • Medium fire that has a potential to impact campus community or services • Gas leak within building • Bomb threat in a specific location • Technology failure > 4 hours • Significant Student disruptions • Risk of severe weather requiring advance preparation • Specific health concern affecting portion of campus or limited scope (e.g., EEE high-risk designation, foodborne illness, meningitis) • Any evacuation of a building • Sewer back-up in building • Civil/student protest • Accident that affects traffic pattern for significant time 	<ul style="list-style-type: none"> • Manage incident in accordance with established departmental procedures. • On-Scene Incident Command may be activated. • Notification to FSUPD is required. • FSUPD responsibilities: <ul style="list-style-type: none"> – Notify Executive Cabinet or designee – Determine EOC activation level (partial or full) – Determine Emergency Support Functions to activate – Coordinate with EOC members regarding response, situational briefing, and activated EOC location – Notify Public Information Officer (PIO)/ (Public Relations) – Coordinate with On-Scene Incident Commander • Notifications to CPM, EHS, etc. must be made as appropriate to the incident.

<p>3. A significant or catastrophic situation that impacts the entire campus and/or poses a significant threat to safety of the campus community. Likely to require additional campus resources or external agency resources and coordination.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> • Long-term utility failure • Major chemical/fuel spills or explosion • Major fire that impacts campus community or services • Active shooter/Active threat • Water supply contamination • Responding to natural disaster and/or severe weather event • Technology failure >4 hours 	<ul style="list-style-type: none"> • On-Scene Incident Command is activated. • Notification to FSUPD is required. • Notification to entire EOC Team is required. • FSUPD responsibilities: <ul style="list-style-type: none"> – Notify Executive Cabinet or designee who will notify President or designee – Determine EOC activation level (partial or full) – Determine Emergency Support Functions to activate – Notify Public Information Officer (PIO) (Public Relations) – Coordinate with On-Scene Incident Commander • Notifications to Capital Planning, EHS, etc. must be made as appropriate to the incident.
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4.3 Notice of Campus Event

Realization that an event has occurred or is occurring (and/or escalating) may come from a number of different departments and/or individuals depending on the nature of the event. Many times, calls made to the University Police Department Dispatch Center or Capital Planning and Maintenance may be the first indication that something out of the ordinary has occurred.

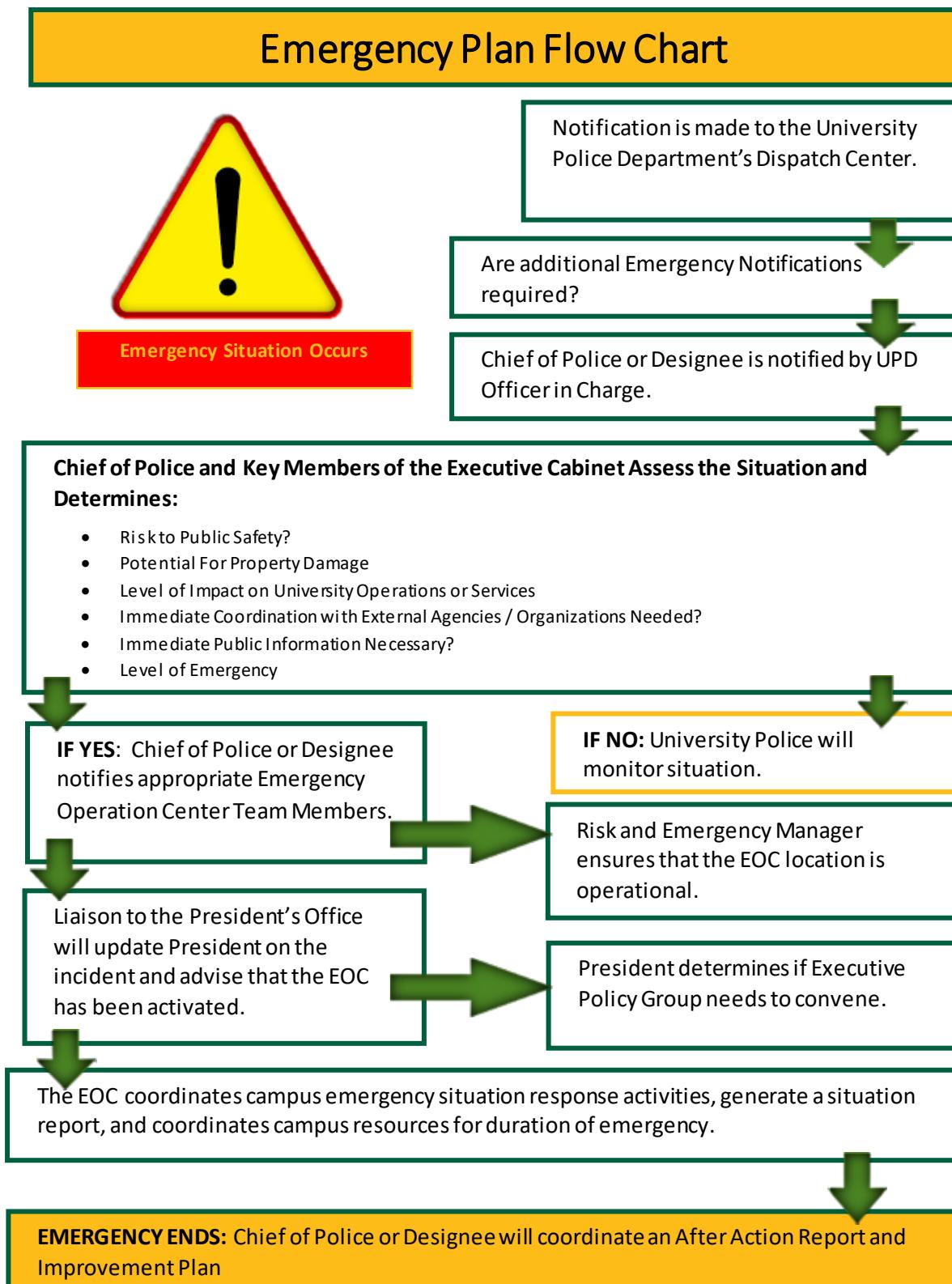
In addition to normal protocols, members of the Emergency Operations Center (EOC) Team may first be notified of an unusual event occurring in their respective departments through routine communications channels.

Notification of an unusual event should be communicated to the University Police Department, so a decision can be made whether an emergency notification is needed for the University community and/or if an activation of the EOC team is needed.

Administrative Guidelines for Emergency Notifications

In the event of an emergent situation or immediate threat, such as a Bomb Threat, Active Threat/Hostile Event, Hazmat Situation, Bioterrorism, Fire or Natural Disaster, etc. the University Police Department will send out the initial emergency notification, per the direction of the Chief of Police, or designee.

- The Chief will make notification to President of the University as soon as possible after the initial emergency notification.
- All subsequent messages will be drafted and sent by Public Relations.
- The Chief will provide ongoing updates to the Vice President of Student Affairs, who will in turn notify the President and the cabinet, as appropriate.



4.4 FSU Emergency Operation Center (EOC)

Fitchburg State University maintains three available Emergency Operations Centers: a designated Primary EOC, a designated Partial EOC, and an alternate location. In circumstances where an incident impacts an area of the City of Fitchburg that is adjacent to University property, or where significant external resources are required to manage an incident, the University EOC may become part of the City of Fitchburg's EOC at a location designated by the City.

4.5 Plan Activation (Triggers for Notification)

When an incident occurs on campus, the Incident Commander on scene will assess the extent of the situation and the area impacted. The IC will determine the seriousness of the emergency, and follow protocols (Table B: Call Tree) to notify individual(s) with oversight of the impacted area(s)." A determination will be made as to whether to activate the EOC. The following examples of emergencies that may require activation of the EOC Team for further response, coordination, and evaluation:

- Any time the campus must be evacuated or in situations in which faculty, staff or students are being evacuated for an extended period of time from a portion of the campus
- Threats that endanger any faculty, staff, students, or visitors
- Any widespread outbreak of disease or illness
- Catastrophic physical damage to FSU property; land or structures. This includes but is not limited to any structure collapse, fire, explosion, or dangerous and unusual pollution or contamination
- Any situation where death or severe bodily injury occurs
- Any emergency situation which involves a large number of faculty, staff, or students
- Any suspected security exposure of confidential/personal information
- Any similar situation that is likely to gain the attention of the news media

4.6 Media Relations

During an incident, members of the media will be directed to a designated Joint Information Center (JIC) for information and updates on the situation. The Public Information Officer (PIO) is responsible for the setup, use, and breakdown of the JIC. If the Emergency is city, state or national in scope, the PIO will coordinate with external PIOs and the FSU President or designee for the dissemination of information.

4.7 Deactivation Process

The Incident Commander, the University President (or designee), and the EOC Manager will collaborate on a decision regarding when an incident is under control, and the situation is sufficiently safe enough to allow the return of normal University operations. Deactivation of the EOC drives two key functions:

- Demobilization of Emergency Support Functions.
- Documentation of Incident (i.e., After Action Reports (AAR)).

After the incident has been resolved, an After Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned. Documentation required for

reimbursement, insurance, and disaster assistance will be organized by the University's Finance and Administration Section.

4.8 Campus Recovery

The first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of normal instructional and research activities. The Executive Cabinet will provide direction to the Fitchburg State Emergency Management Team and other University departments/divisions to restore normal operations on campus.

4.9 Emergency Notification System

Fitchburg State University utilizes an emergency notification system to provide immediate emergency notification to the community. This occurs when confirmation of a significant emergency or dangerous situation involving an immediate threat to the health and safety of students or employees takes place on campus. The Fitchburg State University Police Department will immediately notify the University community using an established emergency notification procedure (RAVE Alert Mass Notification System) which will include:

- Nature of incident
- Location of incident
- Actions to be taken

5. Organization and Assignment of Responsibilities

5.1 Overview

This section describes the organizational structure that FSU employs for responding to an emergency. It articulates the roles and responsibilities that various members of the organizational structure will typically have in a given response.

5.2 Incident Command System

The Incident Command System (ICS) is a modular emergency management system designed for all hazards and levels of emergency response. This system builds upon a combination of facilities, equipment, personnel, procedures, and communications operating within a standardized organizational structure. The system is used within the University, locally, statewide and throughout the United States as the basis for emergency response management. Use of the Incident Command System at Fitchburg State University facilitates the University's ability to communicate and coordinate response actions with other jurisdictions.

5.3 Emergency Operations Center Team and Emergency Support Functions

The Emergency Operations Center (EOC) Team is composed of trained representatives of campus departments, city, state and local organizations. These representatives have extensive knowledge of their departments' and organizations' resources and capabilities, as well as the authority to commit them in support of local emergency management efforts during an incident.

Members of the EOC Team have been organized into seventeen (17) Emergency Support Functions (ESFs). These ESFs represent broad categories of support and provide an overall structure for coordinating assistance with first responders. **Departments have been assigned to ESFs based on the premise that their functions during an emergency should parallel their normal day-to-day responsibilities as closely as possible.**

When the EOC is activated, the University's Chief of Police or designee will consult with the University's President or designee to identify a lead coordinating department for each activated ESF based on the necessary authority, expertise, resources, and capability to coordinate response and recovery activities in the ESF's area of responsibility. The lead coordinating department, with assistance from supporting ESF departments, is responsible for coordinating the activities of the ESF and for ensuring that responsibilities and tasks assigned to the ESF by the University are carried out.

5.4 Emergency Operations Center Organization

This section provides an overview of operational concepts and procedural flow for emergency management activities. It is intended to provide a baseline from which EOC personnel can align planning, response, and recovery operations.

The EOC Manager is responsible for incident response activities, including the framing and implementation of strategic decisions, and for approving, ordering and releasing resources. The General and Command Staff directly support the EOC Manager with technical support in specific areas. This staff includes:

- **Command Staff**
 - EOC Manager
 - ESF #17: University's Executive Cabinet
 - ESF #15: Public Information and External Relations
- **General Staff**
 - Operations Section
 - ESF #2: Information Technology
 - ESF #3: Capital Planning and Maintenance
 - ESF #4: Hazardous Material
 - ESF #7: Volunteers (CERT/EMC)
 - ESF #8: Counseling Services
 - ESF #11: Health Services
 - ESF #13: University Police
 - Planning Section
 - ESF #5: Risk and Emergency Management
 - ESF #10: Academic Affairs
 - ESF #12: Student Affairs
 - Logistics Section
 - ESF #1: Transportation
 - ESF #6: Housing
 - ESF #16 Chartwell Food Services
 - Finance / Administration Section (Documentation)
 - ESF #9: Finance and Resource Management
 - ESF #14: Human Resource and Payroll Services

ESFs are generally in line with FEMA and MEMA's classification and identification of essential functions.

5.5 Campus EOC Assignments and Responsibilities

The following section details the EOC assignment and responsibilities associated with the position and/or function.

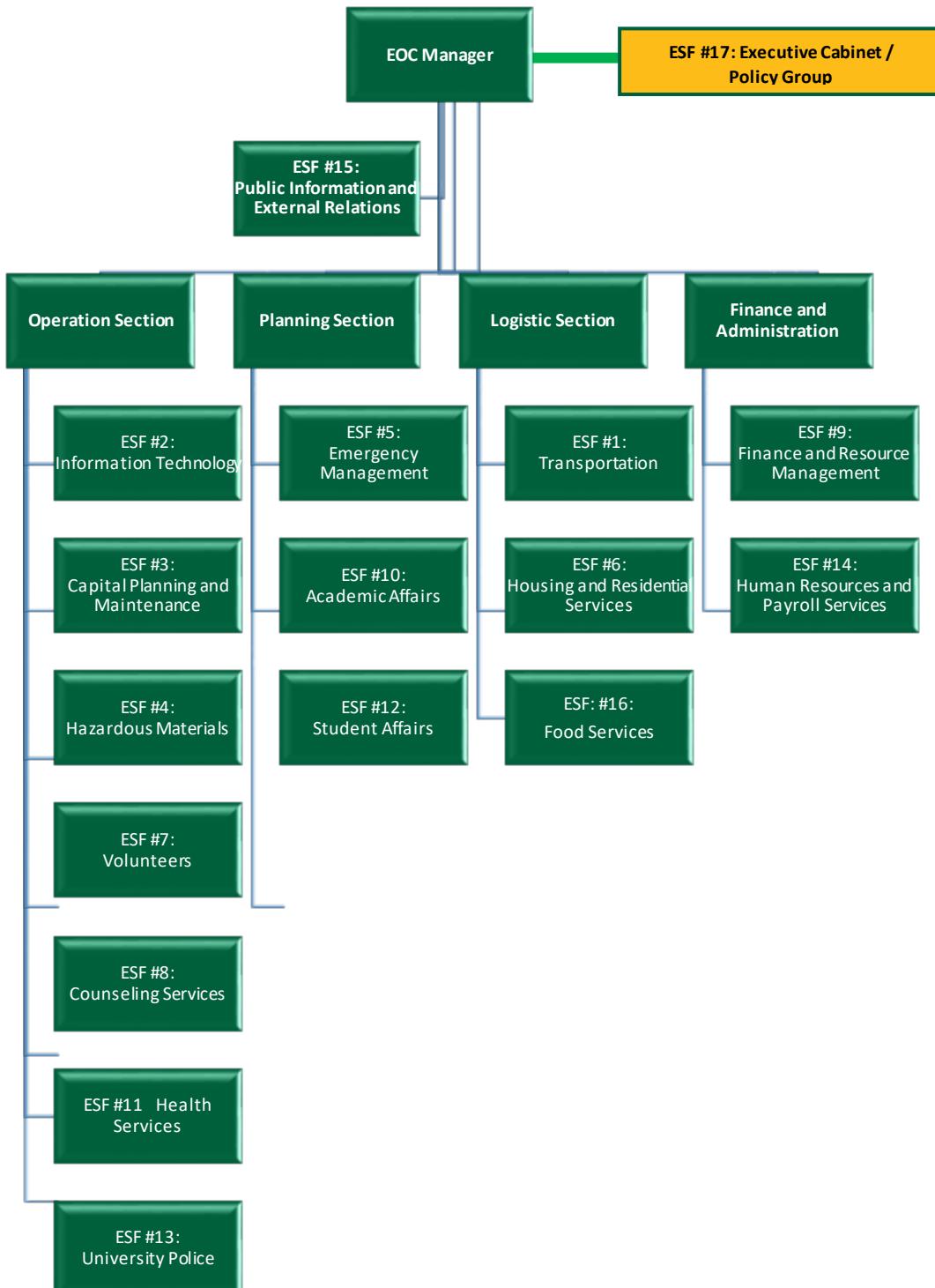
- **EOC Manager:** The EOC Manager is the overarching commander for campus-level coordination to support emergency response operations. The EOC Manager establishes campus-wide response priorities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC operations. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Fitchburg State Executive Cabinet (EC) (Policy Group), Massachusetts Emergency Management Agency (MEMA), and the EOC Managers from neighboring jurisdictions and/or colleges, as appropriate.
 - Depending on the size and scope of an incident, the Incident Commander and the EOC Manager position may be the same individual.
- **Fitchburg State Executive Cabinet:** The Fitchburg State Executive Cabinet (EC) (Policy Group) provides executive and strategic leadership to the University during emergencies. The President or designee serves as the head of the cabinet and will convene as needed. The President will designate the EC liaison for all campus emergency operations.
 - The Executive Cabinet is comprised of the following officers:
 - President of Fitchburg State University
 - Provost and Vice President for Academic Affairs
 - Vice President for Finance and Administration
 - Vice President for Student Affairs
 - Vice President for Institutional Advancement, Development and Alumni Relations
 - Associate Vice President for Academic Affairs
 - Associate Vice President for Human Resources & Payroll Services
 - Executive Director for Marketing & Integrated Communication
 - Chief Information Officer/Assistant Vice President
- **Operations Section:** The operations section is responsible for the management of all operations directly applicable to the primary mission.
- **Planning Section:** The planning section is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. The primary make-up of the Planning Section is constant throughout the variety of incidents, with the exception of scenarios requiring specific technical assistance.
- **Logistics Section:** The logistics section is responsible for providing facilities, services, and material in support of the incident. The composition of the Logistics Section is constant throughout the variety of incidents.
- **Finance/Administration Section:** The Finance Section is responsible for all financial and cost analysis related to the incident and for oversight of the operation and personnel of the Finance Section. The composition of the Finance Section is constant throughout the variety of incidents.
- **Emergency Support Functions (ESFs):** The Emergency Support Functions (ESFs) carry out coordination and completion of assigned missions. The ESFs provide the structure for

coordinating interdepartmental support for incident response. They provide a framework for grouping functions most frequently used to provide support to incidents on campus and are based on departments' day-to-day functional responsibilities and available (external) partnerships

- **ESF #1: Transportation:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies necessary to support transportation needs during an emergency.
- **ESF #2: Information Technology:** Responsible for Fitchburg State University Information Technology (IT) related actions (e.g. Communications, Network etc.) that may be required during an emergency.
- **ESF #3: Capital Planning and Maintenance:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies to support facilities and campus services during an emergency.
- **ESF #4: Hazardous Materials:** Responsible for hazardous materials response actions.
- **ESF #5: Emergency Management:** Responsible for coordinating and executing emergency management activities that may be required during an emergency.
- **ESF #6: Housing and Residential Services:** Responsible for providing housing services and sheltering that may be required during an emergency.
- **ESF #7: Volunteers (CERT/EMC):** Responsible for providing additional trained volunteers in support of an emergency.
- **ESF #8: Counseling Services:** Responsible for mental health, that may be required during an emergency.
- **ESF #9: Finance and Resource Management:** Responsible for ensuring financial and resource management (procurement) needs are supported during an emergency, as well as documentation necessary for fiscal oversight and potential reimbursement of costs.
- **ESF #10: Academic Affairs:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies necessary to ensure academic program needs are supported during an emergency.
- **ESF #11: Health Services:** Responsible for public health, medical services, and mass casualty management response that may be required during an emergency.

- **ESF #12: Student Affairs:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies necessary to ensure student support services are adequately provided for during an emergency.”
- **ESF #13: University Police:** Responsible for law enforcement and security actions that may be required during an emergency.
- **ESF #14: Human Resources and Payroll Services:** Responsible for payroll and human resources issues such as employee relations during a prolong emergency and recovery.
- **ESF #15: Public Information and External Relations:** Responsible for public information, external relations (government and community relations) and social media actions that may be required during an emergency.
- **ESF #16: Food Services:** Responsible for the provision of dining and food services that may be required during an emergency.
- **ESF #17: Executive Cabinet – Policy Group:** Serves as an aid the Executive Cabinet (EC) in the vital role, function, and tasks of the Policy Group, when incidents or emergencies occur and guidance from senior leadership is required to continue the mission of the university.

5.6 Emergency Management Organizational Structure (Sections and ESFs)



6. Resource Management and Logistics

6.1 Overview

Resource Management and Logistics responsibilities include all service support requirements needed to facilitate effective and efficient resource management and logistics, including ordering resources from off-incident locations. FSU departments maintain resources, inventory status, maintenance, and locations across the campus. Campus departments may conduct a gap analysis for critical resources to determine if additional resources are necessary to support emergency operations.

Campus incidents require a coordinated campus and local response. Routinely, resource management involves coordination, oversight, and related processes that provide timely and appropriate resources during an incident. Resources support on-scene and command operations, and are coordinated through the campus, local communities, and MEMA.

As incident priorities are established, needs are identified and resources are procured. Resource management systems are utilized to process the resource requests. In the initial stages of an incident, most of the resources requested are sourced locally and/or through mutual aid/assistance agreements. Such assistance may take the form of equipment, supplies, personnel or other available assets or capabilities. As an incident grows in size or complexity, or if it starts on a large scale, resource needs may be met by additional sources. All related agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

6.2 Resource Request Process

Resource requests are generated from the scene of the incident or by departments or organizations serving as response partners for the incident. Resource requests are submitted to the EOC and assigned through the Operations Section. The Operations Section determines if a Campus ESF can fulfill the request. If a Campus ESF cannot, the Operations Sections coordinates with Administration and Finance (Finance Section) to determine the most appropriate approach to obtaining the requested resource. The Operations Section has responsibility for identifying, deploying and demobilizing resources to address resource needs/requests.

6.3 Mutual Aid

Mutual Aid Agreements and Memoranda of Understanding are essential components in emergency management planning, response, and recovery activities. These agreements for reciprocal aid and assistance in case of emergencies can increase resources available to the campus and improve response and recovery efforts. FSU maintains a list of all mutual aid agreements and memoranda of understanding that can be utilized during an emergency. Individual departments, as part of their Continuity of Operation Plans (COOP), have identified and incorporated all MAA / MOU into their COOPs.

7. Plan Maintenance and Testing

7.1 Overview

This section discusses the overall approach to the planning process and the assignment of plan development and maintenance responsibilities. Fitchburg State University Emergency Management Team's Policy and Compliance Subcommittee is responsible for the contents of the CEMP, including its annexes, as well as the coordination of its maintenance. Departments and organizations with a role in this plan should be familiar with its contents and will be responsible for contributing to the ongoing review and revision of this plan.

7.2 Emergency Management Team

The Fitchburg State University Emergency Management Team is comprised of a cross-section of departments from the various divisions on campus, as well as external stakeholders from the city and the region. The external members are representatives from the City of Fitchburg Police and Fire Departments, area hospitals, and MEMA. The Emergency Management Team is broken down into five subcommittees as follows:



Each subcommittee consists of individuals who have expertise, functional responsibilities, or both, related to their subcommittee's function. The subcommittees meet as appropriate and address issues and concerns, plans and coordinates, and oversees aspects relating to the University's overall emergency preparedness. At the regular meeting, each subcommittee chair then may be asked to report to the larger team.

7.3 EMP Maintenance

Fitchburg State University Emergency Management Team's Policy and Compliance Subcommittee will facilitate the development and maintenance of the EMP Base Plan. ESF lead departments will be responsible for updating their respective ESF annexes, assisted by the Policy and Compliance Subcommittee. The EMP and ESF Annexes will be reviewed at least annually and updated as needed, considering the following elements:

- Formal updates of planning guidance or standards
- Changes in positions

- Changes in response resources (e.g. Policies, personnel, organizational structures, leadership/management processes, facilities, and/or equipment)
- After-Action Reports and Improvement Plans from exercises or actual events
- Implementation of new or amended laws or Executive Orders
- Changes in demographics or hazard profiles

7.4 EMP Distribution

Electronic copies of this plan have been provided to the following departments and organizations, and will be redistributed when the EMP is revised:

- All Emergency Support Function (ESF) responsible departments
- Fitchburg State University's Executive Cabinet
- Massachusetts Emergency Management Agency

The EMP Base Plan is a public document available to the public, and will be available on the Fitchburg State University Police Department's webpage. All Annexes and supporting documents are exempt and not available to the public, per Massachusetts General Law Chapter 4 § 7, exemption (n) which states, *"records, including, but not limited to, blueprints, plans, policies, procedures and schematic drawings, which relate to internal layout and structural elements, security measures, emergency preparedness, threat or vulnerability assessments, or any other records relating to the security or safety of persons or buildings, structures, facilities, utilities, transportation, cybersecurity or other infrastructure located within the commonwealth".*

7.5 Exercises

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act suggests that, "anyone who would be expected to respond to an emergency should participate in the test of the emergency response plan." "Emergency response and evacuation procedures must be tested or drilled at least once a year." Accordingly, the University will make efforts to test or drill emergency response and evacuation procedures at least annually. The Fitchburg State University Emergency Management Team's Drill and Exercise Subcommittee will be responsible for designing, carrying out, and evaluating such exercise.

7.6 After Action Reports

Post-incident and exercise evaluation often leads to improved response practices. One of the most effective ways of summarizing an incident and capturing lessons learned is the After Action Report (AAR) process. During an AAR, prior incident/exercise actions are appraised by participants, observers, and evaluators. Comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated into FSU's emergency management program and associated plans/procedures.

8. Approval and Implementation

8.1 Approval and Implementation

Transmitted herewith is the updated Fitchburg State University (FSU) Emergency Management Plan (EMP). This plan supersedes all previously issued Emergency Management Plans and provides a flexible framework for emergency operations at FSU.

The EMP describes the system that will be used by the Fitchburg State University to prevent, prepare for, respond to, and recover from an emergency or disaster. It also identifies and assigns specific areas of responsibility for coordinating resources to support the University's response to an emergency or disaster. The EMP is an all-hazards plan, developed to address the University's unique natural and human-caused hazards.

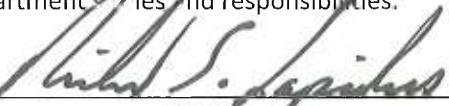
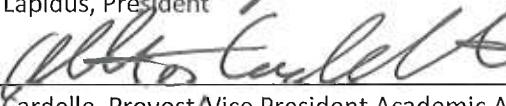
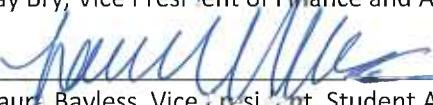
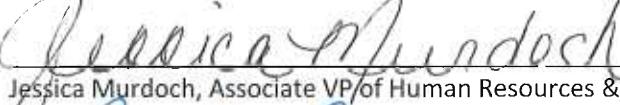
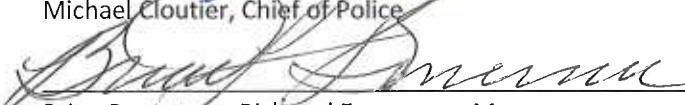
The EMP was developed with critical input from stakeholders involved in the University's Emergency Management Program (EMP). It was drafted in accordance with relevant federal and state laws, and conforms to the *Emergency Management Standard* published by the Emergency Management Accreditation Plan (EMAP).

All departments and organizations assigned a responsibility under this plan shall maintain a level of preparedness to support its implementation to include the establishment of written policies and procedures, training of personnel, and participation in emergency exercises.

The EMP is considered a living document and shall be continuously updated and revised to reflect lessons learned during incident responses or exercises. Stakeholders should direct comments, edits, and questions to the Fitchburg State Emergency Management Team.

8.2 Signature Page

The following officials of the Fitchburg State University have reviewed the plan and acknowledge their department's roles and responsibilities.

 Richard Lapidus, President	5/14/19 DATE
 Alberto Cardelle, Provost/Vice President Academic Affairs	5/13/19 DATE
 Jay Bry, Vice President of Finance and Administration	5/1/19 DATE
 Laura Bayless, Vice President, Student Affairs	5.3.19 DATE
 Jessica Murdoch, Associate VP of Human Resources & Payroll Services	5/3/19 DATE
 Steve Swartz, Chief Information Officer, Assistant Vice President	5/6/19 DATE
 Michael Cloutier, Chief of Police	5/6/19 DATE
 Brian Bonneron, Risk and Emergency Manager	5/7/19 DATE

9. Glossary of Terms

9.1 Definitions

The following is a list of definitions to aid in understanding some of the terminology used in this Emergency Management Plan; as well as to ensure that when communicating with external agencies, terminology used is consistent and mutually understood. The terminology herein has been adopted and used by the Federal Emergency Management Agency (FEMA) and other agencies under the direction and control of the Department of Homeland Security.

Accessible

Having the legally required features and/or qualities that ensure entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

American Red Cross

The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Assumptions (Management)

Statements of conditions accepted as true and that have influence over the development of a system. In emergency management, assumptions provide context, requirements, and situational realities that must be addressed in system planning and development and/or system operations. When these assumptions are extended to specific operations, they may require re-validation for the specific incident.

Assumptions (Preparedness)

Operationally relevant parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. For example, the unannounced arrival of patients to a healthcare facility occurs in many mass casualty incidents. This may be listed as a preparedness assumption in designing initial response procedures. Similarly, listing the assumption that funds will be available to train personnel on a new procedure may be important to note.

Assumptions (Response)

Operationally relevant parameters for which, if not valid for a specific incident's circumstances, the EMP-provided guidance may not be adequate to assure response success. Alternative methods may be needed. For example, if a decontamination capability is based on the response assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

Attack

A hostile action taken against persons or property of the United States by foreign forces or terrorists, resulting in the destruction of or damage to military targets, injury or death to the civilian population, or damage to or destruction of public and private property.

Capabilities-based planning

Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

Checklist

Written (or electronic) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Citizen Corps Council

Councils sponsored by government at local, state, tribal, territorial, and national level with the mission of bringing community and government leaders together to involve community members in all-hazards emergency preparedness, planning, mitigation, response, and recovery.

Community

A political entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each State defines its own political subdivisions and forms of government.

Contamination

The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

Dam

A barrier built across a watercourse for the purpose of impounding, controlling, or diverting the flow of water.

Damage Assessment

The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks) resulting from a man-made or natural disaster.

Decontamination

The reduction or removal of a chemical, biological, or radiological material from the surface of a structure, area, object, or person.

Disaster

An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires State, and potentially Federal, involvement. As used in the Stafford Act, a “major disaster” is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources or States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.” (Stafford Act, Sec. 102(2), 42 U.S.C.5122 (2)).

Disaster Recovery Center

Places established in the area of a presidentially declared major disaster, as soon as practicable, to give victims the opportunity to apply in person for assistance and/or obtain information related to that assistance. DRCs are staffed by Local, State, and Federal agency representatives, as well as staff from volunteer organizations (e.g., the American Red Cross).

Earthquake

The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth's surface.

Emergency

Any occasion or instance, such as a hurricane, tornado, storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, fire, explosion, nuclear accident, or any other natural or man-made catastrophe, that warrants action to save lives and to protect property, public health, and safety.

Emergency Medical Services

Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). Further, EMS specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

Emergency Operations Center

The protected site from which State and Local civil government officials coordinate, monitor, and direct emergency response activities during an emergency.

Emergency Operations Plan

A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

Emergency Support Function

In the National Response Function, a functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and maintain public safety. ESFs represent those types of Federal assistance that a State will most likely need because of the impact of a catastrophic or significant disaster on its own resources and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to supplement State and Local response efforts.

Evacuation

Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.

- **Spontaneous Evacuation.** Residents or citizens in the threatened areas observe an emergency event or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.
- **Voluntary Evacuation.** This is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are NOT required to evacuate; however, it would be to their advantage to do so.
- **Mandatory or Directed Evacuation.** This is a warning to persons within the designated area that an imminent threat to life and property exists and individuals MUST evacuate in accordance with the instructions of local officials.

Evacuees

All persons removed or moving from areas threatened or struck by a disaster.

Field Assessment Team

A small team of pre-identified technical experts who conduct an assessment of response needs (not a preliminary damage assessment) immediately following a disaster. The experts are drawn from the Federal Emergency Management Agency, other agencies and organizations (e.g., U.S. Public Health Service, U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, and American Red Cross) and the affected state(s). All FAsT operations are joint Federal/State efforts.

Flash Flood

Follows a situation in which rainfall is so intense and severe, and runoff is so rapid that recording the amount of rainfall cannot be done in time to forecast a flood condition.

Flood

A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

Governor's Authorized Representative

The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance.

Hazard Mitigation

Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

Hazardous Material

Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

High-Hazard Areas

Geographic locations that, for planning purposes, have been determined through historical experience and vulnerability analysis to be likely to experience the effects of a specific hazard (e.g., hurricane, earthquake, hazardous materials accident) that would result in a vast amount of property damage and loss of life.

Hurricane

A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or eye. Circulation is counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

Incident Command System

A standardized, on-scene, emergency management construct, specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure that is designed to help manage resources during incidents. It is used for all kinds of emergencies and applicable to both small and large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management Assistance Teams

Interagency teams composed of subject-matter experts and incident management professionals. IMAT personnel may be drawn from national or regional Federal department and agency staff according to established protocols. IMATs make preliminary arrangements to set up Federal field facilities and initiate establishment of the JFO.

Joint Field Office

The Joint Field Office is the primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with NIMS principles and is led by the Unified Coordination Group.

Although the JFO uses an ICS structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center

A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System

Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The JIS provides a structure and system for developing and delivering coordinated interagency messages; developing,

recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC about public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction

Multiple definitions are used. Each use depends on the context:

- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., City, County, Tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).
- A political subdivision (Federal, State, County, Parish, Municipality) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Mass Care

The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to the people who have been displaced from their homes because of a disaster or threatened disaster.

Multiagency Coordination Systems

Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MAC Groups. These systems assist agencies and organizations responding to an incident.

Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. This is achieved through risk analysis, which results in information that provides a foundation for mitigation activities that reduce risk.

National Incident Management System (NIMS)

Provides a systematic, proactive approach that guides government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework

A guide to how the nation conducts all-hazards incident management.

Nongovernmental Organization

An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose and are not for private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Recovery

The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstituting these systems to a new condition that is less vulnerable.

Resource Management

Those actions taken by a government to (a) identify sources and obtain resources needed to support disaster response activities; (b) coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when they are most needed; and (c) maintain accountability for the resources used.

Regional Response Coordination Center (RRCC)

Coordinates Regional response efforts, establishes Federal priorities, and implements local Federal program support until a Joint Field Office is established.

Scenario-Based Planning

Planning approach that uses a Hazard Vulnerability Assessment to assess the hazard's impact on an organization on the basis of various threats that the organization could encounter. These threats (e.g., hurricane, terrorist attack) become the basis of the scenario.

Senior Official

The elected or appointed official who, by statute, is charged with implementing and administering laws, ordinances, and regulations for a jurisdiction. He or she may be a mayor, city manager, etc.

Service Animal

Any guide dog, signal dog, or other animal individually trained to assist an individual with a disability. Service animals' jobs include, but are not limited to:

- Guiding individuals with impaired vision;
- Alerting individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell, and fire alarms);

- Pulling a wheelchair;
- Retrieving dropped items;
- Alerting people to impending seizures; and
- Assisting people with mobility disabilities with balance or stability.

Special-Needs Population

A population whose members may have additional needs before, during, or after an incident in one or more of the following functional areas: maintaining independence, communication, transportation, supervision, and medical care.

Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are elderly; are children; are from diverse cultures, have limited proficiency in English or are non-English-speaking; or are transportation disadvantaged.

Standard Operating Procedure

A set of instructions constituting a directive, covering those features of operations which lend themselves to a definite, step-by-step process of accomplishment.

SOPs supplement Emergency Operations Plans (EOPs) by detailing and specifying how tasks assigned in the EOP are to be carried out. SOPs constitute a complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State Coordinating Officer

The person appointed by the Governor to coordinate State, Commonwealth, or Territorial response and recovery activities with FRP-related activities of the Federal Government, in cooperation with the Federal Coordinating Officer.

State Liaison

A Federal Emergency Management Agency official assigned to a particular State, who handles initial coordination with the State in the early stages of an emergency.

Storm Surge

A dome of sea water created by the strong winds and low barometric pressure in a hurricane that causes severe coastal flooding as the hurricane strikes land.

Terrorism

The use or threatened use of criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered terrorism).

Tornado

A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.

Tsunami

Sea waves produced by an undersea earthquake. Such sea waves can reach a height of 80 feet and can devastate coastal cities and low-lying coastal areas.

Warning

The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the National Weather Service (e.g., severe storm warning, tornado warning, tropical storm warning) for a defined area indicates that the particular type of severe weather is imminent in that area.

Watch

Indication by the National Weather Service that, in a defined area, conditions are favorable for the specified type of severe weather (e.g., flash flood, severe thunderstorm, tornado, tropical storm).

9.2 List of Acronyms

AAR	After Action Review	DOT	U.S. Department of Transportation
ARC	American Red Cross	EAS	Emergency Alert System
ARES	Amateur Radio Emergency Service	ECL	Emergency Condition Level
CBRNE	Chemical, Biological, Radiological, and/or Nuclear Explosive	EM	Emergency Management
CCC	Citizen Corps Council	EMAC	Emergency Management Assistance Compact
CEM	Comprehensive Emergency Management	EMAP	Emergency Management Accreditation Program
CEO	Chief Executive Officer	EMP	Emergency Management Plan
CERT	Community Emergency Response Team	EMS	Emergency Medical Services
CFR	Code of Federal Regulations	EOC	Emergency Operations Center
COG	Continuity of Government	EOP	Emergency Operations Plan
CONOPS	Concept of Operations	EPA	U.S. Environmental Protection Agency
COOP	Continuity of Operations	EPCRA	Emergency Planning and Community Right-to-Know Act
CP	Command Post	EPZ	Emergency Planning Zone
CPG	Comprehensive Preparedness Guide	ESF	Emergency Support Function
CSEPP	Chemical Stockpile Emergency Preparedness Program	FAA	Federal Aviation Administration
DEOC	Department Emergency Operations Center	FAAT	Federal Emergency Management Agency (FEMA)
DHS	U.S. Department of Homeland Security	FAC	Family Assistance Center
DMORT	Disaster Mortuary Operational Response Team	FBI	Federal Bureau of Investigation
DNR	Department of Natural Resources	FCO	Federal Coordinating Officer
DOD	U.S. Department of Defense	FDA	Food and Drug Administration
DOJ	U.S. Department of Justice	FEMA	Federal Emergency Management Agency

FHA	Federal Highway Authority	NFPA	National Fire Protection Association
FIA	Federal Insurance Administration	NGO	Nongovernmental Organization
FOG	Field Operations Guide	NIC	National Integration Center
GIS	Geographic Information System	NIMS	National Incident Management System
GPS	Global Positioning System	NLT	Not Less Than
HAZMAT	Hazardous material(s)	NPG	National Preparedness Guidelines
HAZUS-MH	Hazards U.S. Multi-Hazard	NPS	National Planning Scenarios
HSEEP	Homeland Security Exercise and Evaluation Program	NRC	U.S. Nuclear Regulatory Commission
HSPD	Homeland Security Presidential Directive	NRF	National Response Framework
IAP	Incident Action Plan; Initial Action Plan	NTSB	National Transportation Safety Board
IC	Incident Commander	NWS	National Weather Service
ICP	Incident Command Post	OSHA	Occupational Safety and Health Administration
ICS	Incident Command System	PDA	Preliminary Damage Assessment
IMAT	Incident Management Assistance Team	PIO	Public Information Officer
JFO	Joint Field Office	RACES	Radio Amateur Civil Emergency Services
JIC	Joint Information Center	REPP	Radiological Emergency Preparedness Program
LEOC	Local Emergency Operations Center	RRCC	Regional Response Coordination Center
LEPC	Local Emergency Planning Committee	RRP	Regional Response Plan
LL	Lessons Learned	RST	Regional Support Team
MACS	Multiagency Coordination System	RTO	Recovery Time Objective
MOU	Memorandum of Understanding	SBA	Small Business Administration
MRC	Medical Reserve Corps	SCO	State Coordinating Officer
NEMA	National Emergency Management Association	SERC	State Emergency Response Commission
NFIP	National Flood Insurance Program	SLG	State and Local Guide

SO Senior Official (elected or appointed)

SOP Standard Operating Procedure

TCL Target Capabilities List

TOPPLEF Training, Organization, Plans, People, Leadership, and Management

TS Tropical storm

UC Unified command

USDA U.S. Department of Agriculture

USGS U.S. Geological Survey

UTL Universal Task List

VOAD Volunteer Organization Active in Disaster

VIPS Volunteers in Police Service

WMD Weapons of Mass Destruction

