Emergency Management Plan
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EMERGENCY MANAGEMENT PLAN

INTRODUCTION
In 2004, the Department of Homeland Security established the National Incident Management System (NIMS), which identified a systematic, proactive approach to guide all levels of government, non-governmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, and recover from the effects of emergencies, regardless of cause, size, location or complexity.

Fitchburg State University recognizes its responsibility for managing emergency and disaster situations affecting the university. The plan is also designed to satisfy portions of the Higher Education Opportunities Act-2008 requiring emergency response procedures, and implements the National Incident Management System (NIMS).

The development of this plan is based on a realistic assessment of potential hazards that could affect our community, and an assessment of existing capabilities to respond to those situations. This plan recognizes the importance of partnering with local community emergency response agencies in an emergency or disaster, which will be the first units of government officially notified and to which requests for assistance are forwarded.

COMPREHENSIVE APPROACH
The following Emergency Management Plan details how the campus community will respond to major emergencies in conjunction with local emergency response agencies and references the role that campus departments will have in supporting the overall emergency response. The University Police department has been trained in NIMS protocols and will respond accordingly in the event of a campus emergency. Should the emergency require external emergency response assistance, the NIMS framework will support an integrated tactical response, highlighting interoperability and compatibility of all response agencies.

The five-phase concept of protection (prevention), preparedness, response, recovery, and mitigation is acknowledged as the appropriate way of managing emergencies and disasters. This comprehensive approach can save lives and minimize damage related to the occurrence of an unusual event. This plan principally addresses the response phase of a comprehensive approach.

PREPAREDNESS RESPONSIBILITIES
The plan acknowledges that preparedness begins with the individual, and builds upon individual responsibility to include the department, division, school, and university. The plan assigns responsibilities for emergency management to existing Fitchburg State University departments. The assignments are made within the framework of the existing management organization of the various departments. Each department is encouraged to maintain standard operating procedures during special situations and they are considered part of this plan.

Fitchburg State University, in cooperation with local officials, has primary responsibility for managing and coordinating all phases of a disaster that occurs within Fitchburg State University. Local and state authorities are expected to provide assistance to Fitchburg State University after resources are exhausted and Fitchburg State University is unable to cope with the disaster.
CONCLUSION

This plan is intended to provide general all-hazards management guidance, using existing organizations and lines of authority to allow Fitchburg State University to meet its responsibilities before, during and after an emergency occurs.

The *Emergency Management Plan* is intended to be a dynamic document that applies to a broad range of emergency situations. The plan has been prepared by Fitchburg State University Police Department and reviewed by the FSU Emergency Management Team. This plan will be reviewed by the FSU Emergency Management Team annually and modified as deemed warranted and to ensure that action plans continue to be developed and updated.
GENERAL CONSIDERATIONS AND PLANNING GUIDELINES

A wide variety of emergencies caused by acts of nature or mankind can result in loss of life, health, property, and income; disrupt the normal functions of academic institutions, critical institutions, business, communities, families; and cause human suffering. Fitchburg State University is responsible for providing the leadership and direction to prevent, prepare for, respond to, recover from and mitigate the dangers and problems arising from such emergencies affecting the university.

To meet this responsibility, Fitchburg State University has developed this Emergency Operations Plan (EOP) focused primarily on the response phase of emergency management, and existing in conjunction with other plans and policies to address all five phases of emergency management.

The plan considers each response function from an all-hazards perspective, and includes appendices with other plans and policies to address all five phases of emergency management.

The plan considers each response function form an all-hazards perspective, and includes appendices that are function, hazard and /or location specific.

The design of this plan is to protect life, minimize damage, and ensure continuity of operations so essential services may continue to be provided to the university community.

PURPOSE

The EOP is intended to set forth the basic information required to manage response to the occurrence of a natural or man-made emergency or disaster at Fitchburg State University. The EOP describes how the university will organize, collect information, make decisions, and communicate; and establish limited delegated authority for expeditious management actions.

The EOP is intended to provide an overall plan for managing and coordinating efforts to resolve the incident and manage the consequences, complemented by more specific plans, policies, and procedures. Existing department-level or division-level plans should align with this university plan, and may be referenced as part of this plan.

SCOPE

The measures described in the plan may be enacted in response to any circumstances that require greater than day-to-day resources in order to maintain safety, security and critical operations. Situations calling for the application of this plan include:

- Event: a planned occurrence which requires resources greater than customary day-to-day staffing to ensure the safety and wellbeing of event participants, and the coordination of these resources to ensure a safe and successful outcome. Examples include matriculation, commencement, guest lectures requiring special security, and other large gatherings.
- Forecast Event: an anticipated incident over which the university has no control, such as a hurricane, damaging thunderstorm winter storm, or an unexpected large-scale protest.
- No-notice Incident: an unexpected occurrence, natural or human-caused that requires emergency response to protect life, property or the environment. Examples include a fire, hazardous material release, major criminal act, earthquake, or utility failure.

Tactical response to emergencies will be coordinated by the University Police Department as they are the only trained tactical emergency response organization on campus. The Fitchburg State University Police, along with other trained tactical emergency response agencies, will have specific emergency response protocols to be followed which will be consistent with the National Incident Management System. All other campus departments may be called upon to support the emergency response agencies, undertaking ancillary duties designed to ensure the safety of the campus community while the tactical response agencies are directly involved in mitigating the emergency.
SITUATION OVERVIEW

Fitchburg State University, also called Fitchburg State or FSU, is a four-year public institution of higher learning with a compact urban campus, located in the city of Fitchburg, Massachusetts, United States. Fitchburg State University has over 3,500 undergraduate and over 1650 graduate/continuing education students, for a total student body enrollment over 5200. The College offers postgraduate certificates, bachelor's degrees, and master's degrees in more than 25 academic disciplines. The main campus, the McKay Campus School, and athletic fields occupy 79 acres in the city of Fitchburg; the biological study fields occupy 120 acres in the neighboring towns of Lancaster, Leominster, and Lunenburg.
FSU EMERGENCY RESPONSE CONCEPTS

The operational aspects of the FSU Emergency Management Plan are concepts based upon the National Incident Management System (NIMS). With its modular design, NIMS creates a combination of facilities, equipment, personnel, procedures and communication, all operating within a standardized organizational structure. Use of NIMS facilitates the university’s ability to communicate and coordinate response actions with university entities as well as with external emergency response agencies.

EMERGENCY OBJECTIVES AND RESPONSE INITIATIVES

EMERGENCY PRIORITIES

In any emergency situation, Fitchburg State University’s overriding mission is to:

- Protect life safety;
- Minimize property damage;
- Minimize environmental impact;
- Maintain incident stabilization;
- Secure critical infrastructure and facilities;
- Resume teaching and organization/academic programs.

The general emergency response priorities are as follows:

- Buildings used by dependent populations (i.e. residence halls and university student apartments, occupied classrooms and offices, occupied auditoriums, arenas and special event venues);
- Buildings critical to health and safety: (i.e., medical facilities, emergency shelters, food supplies, sites containing potential hazards);
- Facilities that sustain emergency response efforts: (i.e. Energy systems and utilities, Emergency Operations Centers, communications services, computer installations, transportation systems);
- Unoccupied classrooms and research buildings (e.g. Science building);
- Unoccupied Administration Buildings.

Note: The relative characteristics of a particular emergency event (such as the time of day when an incident occurs) may alter the above prioritized categories.

Hazard and Threat Analysis Summary

Because resources are finite, the university should allocate prevention and preparedness resources towards those hazards and threats that pose the greatest risk, a product of probability of a given threat or hazard and the impact, consisting of the vulnerability of a university asset to the given threat or hazard, and the consequences in life or property should the hazard or threat occur.

\[
\text{Risk} = \text{Probability} \times (\text{Vulnerability} \times \text{Consequence})
\]

The risk rating identifies hazards and threats that more likely than not will affect the university as well as those incidents that may be unlikely but potentially consequential should the incident occur.

\[\text{Adapted from A Risk Analysis Standard for Natural and Man-Made Hazards to Higher Education Institutions (ASME Innovative Technologies Group, LLC 2010)}\]
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**REGIONAL IMPACT**

The Massachusetts Emergency Management Agency identifies the following threats and hazards that could affect the commonwealth. Those hazards listed in boldface type, below, are those believed to be at an increased risk for impacting the operations of Fitchburg State University:

- Biological Incident
- Flooding
- Public Health Emergencies
- Chemical/Hazmat
- High Winds
- Snow and Blizzards
- Coastal Erosion
- Ice storms
- Terrorism
- Commodity Shortage
- Invasive Species
- Thunderstorms and Downbursts
- Cyber Incidents
- Landslides
- Tornados
- Dam Failure
- Major Urban Fires
- Transportation Accidents
- Droughts
- Nor’easters
- Tropical Cyclones
- Earthquakes
- Nuclear/Radiological
- Tsunamis
- Extreme Temperatures
- Ice Jams
- Wild Fires
- Infrastructure Failure

**EXPLANATION OF TERMS**

From the Emergency Management Plan that specifies how the university will respond to specific types of emergencies. These documents are developed and maintained separate from the EMP, yet are referenced in the EMP and are an integral piece to emergency response. Annex documents are not available to the public.

**Annex:** A document, separate

**Emergency Operations Center (EOC):** Certain incidents will require the activation of the Emergency Management Team (EMT). The EMT will physically locate to the Emergency Operations Center at the Sanders Building, Presidents Conference Room or, the Police Station Training/Command Center, 32 Clinton Street, Fitchburg, MA. From either of these locations, the EMT will be able to facilitate support of Incident Command and work to protect the life safety of the campus community and minimize the impact on university operations.

**Hazard Assessment:** A document, separate from the Emergency Management Plan, developed to identify hazards specific to the FSU Campus that have caused or possess the potential to cause an adverse impact on public health and safety, public or private property, or the environment.

**Incident Command System (ICS):** Defines the operating characteristics, management components, and structure of emergency management organizations throughout the life cycle of an incident.
**Incident Command Post (ICP):** An ICP is the field location at which the primary tactical-level, on-scene incident command functions are performed.

**FSU Emergency Alert:** An emergency notification system established for the Fitchburg State University campus community to provide emergency information through several modes of communication. Currently, the FSU Emergency Alert contacts the campus community through cell phone (text and voice), land line phone, email and is posted on the website, bulletin board TV’s, and university Facebook and Twitter accounts.

**Mutual Aid Agreement:** Arrangements between Fitchburg State University and local governments and organizations for reciprocal aid and assistance during emergency situations where resources of a single jurisdiction or organization are insufficient or inappropriate for the tasks that must be performed to control the situation.

**National Incident Management System (NIMS):** NIMS is federally-mandated system that provides a consistent nationwide approach for Federal, State, local and tribal governments, the private-sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic emergencies, regardless of cause, size, or complexity.

**RESPONSIBILITIES**

**CAPITAL PLANNING AND MAINTENANCE**

(Primary Contact: Executive Director of Capital Planning)

Capital Planning and Maintenance works in partnership with the Fitchburg State University Police Department and as such, aids in the development of the university’s Emergency Management Plan. The plan, including all appendices & annexes outlines protocols, strategies, departmental responsibilities, organization structure, training requirements, practice drills and table top exercises associated with ensuring the Fitchburg State University campus is prepared to effectively respond to emergencies. CPM and FSUPD is also responsible for developing emergency response protocols assigned to CPM and FSUPD, e.g., responses for severe weather, biological hazards, chemical spills, and fires, as well as developing shelter and evacuation plan templates. Specifically, CPM and FSUPD will be responsible for:

- Overseeing the Emergency Management Plan and its continued development
- Reviewing Emergency plans as submitted by departments and divisions, ensuring they complement other plans and fit into the framework of the Emergency Management Plan.
- Determining emergency response training requirements for FSU personnel and maintaining individual training documentations (Excluding FSUPD).
- Maintaining database of all FSU employees who have successfully taken formal Incident Command Training.
- Scheduling and developing table top exercises and drills to evaluate and test university response capabilities (semi-annual) and in collaboration with FSU develop a bi-annual functional exercise that evaluates and tests the capabilities of the university response groups and Incident Command.
- Initiating budgetary requests necessary to fund initiatives related to Emergency Management Plan preparations.
- Providing staff to serve as the Emergency Management Team (EMT) Coordinator, EMT Situational Awareness Room Administrators, Assistant EMT Coordinator, and IC Liaison (as necessary) during a campus emergency.
- Serving as FSU liaison with the City of Fitchburg Emergency Management Agency for coordination of emergency preparedness and response efforts, designed to aid both the university as well as the Fitchburg Community.
UNIVERSITY POLICE DEPARTMENT

The Fitchburg State University Police Department (FSUPD) is designated as an official emergency response organization and therefore is required to be compliant with the National Incident Management System (NIMS). As such, FSUPD is responsible for ensuring that its personnel are adequately trained and equipped to respond to emergencies such as riots, bomb threats, civil disturbances, and other police-related emergencies in accordance with applicable NIMS protocols. Specifically, FSUPD will be responsible for:

- Maintaining FSU facilities in a state of constant readiness.
- Scheduling and developing table top exercises and drills designed to ensure that FSUPD staff is in a constant state of readiness to respond to any campus emergency utilizing the National Incident Management System (semi-annually). In addition, in collaboration with CPM, develop a bi-annual functional exercise that evaluates and tests the capabilities of the Emergency Management Team, other affiliated response groups and Incident Command simultaneously.
- Maintaining an internal protocol designed to develop and authorize emergency notification messages to be sent via the FSU Emergency Alert System under varying circumstances.
- Ensuring that the FSU Emergency Alert System is available for emergencies and that personnel designated to activate this system are trained and knowledgeable to send emergency messages.
- Maintaining Memoranda of Understanding (MOU’s) and other agreements as deemed necessary with local, regional and statewide emergency response organizations so that clear lines of authority are established relative to emergency response functions. Obtaining law enforcement assistance through mutual aid agreements from city, county, state or federal governments, as required.
- Upon observation of an emergency, taking immediate and appropriate action to protect life and property and establishing the Incident Command structure to manage the incident.
- Providing a representative to serve as the Emergency Management Team Liaison to Incident Command.
- Providing direction on traffic control, access control, perimeter and internal security patrols and coordinating fire and EMS services, as needed.

INCIDENT ROLES AND RESPONSIBILITES

An Incident Commander (IC) directs resources from an on-scene Command Post (CP) near the scene of the incident, and assembles the Incident Management Team (IMT), filling IMT positions based on the needs of the incident. The IC is most often a public safety official (Police), and may be an official from a non-university entity such as the fire department or local public health department.

There is one Incident Commander (IC) for an incident. When more than one agency (with jurisdiction and substantial committed resources) is involved, a Unified Command (UC) structure is established.

In addition to the command position(s), the Incident Management Team may include up to four sections of general staff:

- **Operations Section** where incident tasks are implemented and overseen.
- **Planning Section** records documentation, performs analysis, publishes updates, and anticipates near future needs of the incident.
- **Logistics Section** where incident-related staff support, material supplies, and support services are managed.
- **Finance/Administrative Section** where incident costs, employee time records, and procurement costs are managed.

When an Emergency Operations Center (EOC) is established, it will be located in a pre-designated meeting space and staffed with general administrative personnel, assuming a policy, direction, and
coordination role in the incident. Led by an Emergency Manager, the EOC will act as an umbrella organization that brings together all of the elements necessary to support the incident. In addition to the above, maintaining critical organizational functions (continuity of operations) is a major focus of the EOC.

The activation of an Incident Management Team or an Emergency Operations Center is flexible and dependent on the needs of the particular event

**INCIDENT ACTION PLANNING**

A short-term incident may be managed with verbal directives, or ad hoc planning by the Incident Commander. Longer-term incidents that enter multiple periods, complex incidents with multiple jurisdictions and multiple agencies, and pre-planned events require formal planning and a written Incident Action Plan (IAP).

**ASSUMPTIONS**

**INCIDENT SPECIFIC**

- A campus emergency may occur at any time of the day or night, weekend, or holiday, with little to no warning.
- With the exception of the University Police Department, the university as a whole is not an emergency response organization and depends on community emergency response organizations to mitigate any emergency.
- Many emergencies that have the potential to affect the university may also affect the surrounding communities, requiring the university to plan on managing emergency response and recovery activities with limited external resources for an extended period of time.
- The succession of events in an emergency or disaster are unpredictable; therefore this plan will be utilized as a guidance document, and adapted accordingly for the specific needs of the emergency situation.

**PLAN SPECIFIC**

- In the event an individual that has been assigned emergency management responsibility is absent or unable to perform his/her duties, those duties and responsibilities will be transferred to the assigned designee or, the alternate identified in Appendix A: Contact Lists.

**EMERGENCY PLANNING**

Emergency planning is a critical component of the University’s Emergency Response efforts. Emergency preparedness on a university campus requires close coordination and collaboration of all departmental units to achieve an effective overall response. The entire campus, from the President through the entire organizational structure, including the student body and guests, may potentially be impacted by a campus emergency and therefore should continually assess their ability to effectively respond in such a way as to minimize if not eliminate loss of life, serious injury and property damage. Department personnel should be familiar with their respective areas of responsibility and develop plans to not only provide for personal safety, but achieve objectives that will serve to fulfill these emergency responsibilities.
Planning Assumptions

The development of the EOP is predicated on the following assumptions:

- University population and activity varies at different times of the day, week, and the year, but many critical functions occur around the clock, every day of the year.
- Each campus has unique needs, challenges, and may be affected differently by a regional emergency.
- Incidents can occur with or without warning. Planning must consider rapid implementation in the instance of “no-notice” events.
- Some incidents and all disasters will require external assistance and cooperation with local government, private sector partners, state government, and federal government.
- Significant support, especially from federal agencies, may take at least 72 hours to arrive.
- Damage to campus infrastructure may also impair the capacity to coordinate response.
- Emergency functions performed by individuals and departments will generally parallel their normal day-to-day functions, though personnel may be reassigned if needed.
- Non-critical university functions not contributing to the emergency response may be temporarily suspended or operate in a diminished state.
- Undergraduate students, particularly those who rely upon housing and meals provided by the university will require more services and care than graduate students and employees who typically have more access to resources in the immediate geographical area.
CONCEPT OF OPERATIONS

The university adopts the National Incident Management System (NIMS) and its subcomponents, the Incident Command System (ICS), for managing major events, emergencies and disasters. The Director of the University Police Department and the Director of Facilities are charged with coordinating emergency operations.

Plan Implementation

The Emergency Operations Plan (EOP) may be implemented by the Director of the University Police Department, Director of Facilities, Deputy Chief of University Police, President, Vice President for Academic Affairs, or by any person acting as Incident Commander.

Monitoring and Detection

The Fitchburg State University Police Dispatch Center serves as the university’s operations center for receiving emergency reports, monitoring hazards, and disseminating information. The functions of the center are as follows:

- Receiving emergency and non-emergency calls from the Fitchburg State University community;
- Monitoring campus alarm systems for detection of fire, building system failure, physical security breach, or other abnormal conditions;
- Communicating with local and state public safety agencies;
- Monitoring regional and state radio and teletype communications systems;
- Monitoring National Weather Service all-hazards warning messages; and
- Making notifications, as appropriate, to university officials and outside agencies.

Initial Actions: “What to do if you discover an incident”

Typically, incidents involving Fitchburg State University will come to the attention of an employee by observation or telephone notification. The first employee discovering or receiving information about an incident will do the following:

1. Report the incident to Fitchburg State University Police by calling x3111 or the campus 10 digit number 978-665-3111.
2. Provide the following information:
   a. Location of incident
   b. Telephone number you are calling from (as a call back)
   c. Nature of incident
   d. Severity of injuries or property damage
   e. Your name
3. Take action to protect personnel, visitors and property. This might include:
   a. Moving people away
   b. Isolating and securing the area
   c. Providing assistance as needed to the public and university personnel
   d. Directing public safety responders to the scene
   e. Detailed guidance for various emergencies is contained in the Emergency Response Guide
**Incident Phases**

No-notice incidents are characterized by four phases:

- **CRISIS**
- **ON SCENE MANAGEMENT**
- **EXECUTIVE MANAGEMENT**
- **RECOVERY**

**Four phases of no-notice incidents**

Planned events may also feature the on-scene management and executive management phases, though these phases may occur in reverse order or concurrently. Forecast events omit the crisis phase.

**Crisis Phase and the Seven Critical Tasks**

The first phase of a no-notice incident is often chaotic, with little information about the true nature of what’s happening. The goal of the initial responders is to save lives that are in immediate jeopardy, and then to gain control of the incident, preventing further expansion. Fitchburg State University Police Officers discovering an incident, or the first unit to arrive at the scene of a reported incident, will begin to execute the **Seven Critical Tasks**:

1. Assume command and designate a radio channel for incident communications;
2. Identify the “hot” zone;
3. Establish the inner perimeter;
4. Establish the outer perimeter;
5. Establish a command post location;
6. Establish a staging area;
7. Request additional resources.

**On Scene Management Phase**

Emergency response at the physical scene is managed using the Incident Command System (ICS). The person having assumed command during the crisis phase is the Incident Commander (IC), and has overall authority and responsibility for conducting incident operations at the incident site. Incident Command may be transferred to successor ICSs as the needs of the incident dictate, until the conclusion of the on scene phase and the termination of command.

**Executive Management Phase**

This phase occurs when the size, scope, and seriousness of the incident exceeds the ability of the on-scene Incident Management Team to manage the situation. Often multiple jurisdictions are involved in a widespread incident, or the incident creates consequences that need to be managed beyond Fitchburg State University. Incidents that move rapidly into this phase include natural disasters, major fires, serious transportation-related accidents, serious IT failure, and major hazardous material accidents. The Executive Management Phase may exist from several hours to a week or more. During this phase, Fitchburg State University may establish an Emergency Operations Center (EOC) where the focus is managing the impact of the incident. This is a coordination function rather than a command function.

In planned and forecast events the Executive Management Phase may occur **before** the event, and may continue concurrently with the on-scene management phase.

**Recovery Phase and Continuity of Operations**

Following the resolution of the immediate safety and security concerns of an incident, the university will enter the recovery phase. This phase may last hours or years depending on the magnitude of the incident.
Continuity of Operations, sometimes aligned with the recovery phase, is the effort to carry on or promptly resume critical functions. The University continuity plans are developed and enacted at the department level, and complement this plan.

**Accommodating People with Access and Functional Needs**

Emergency response options and messages must consider the needs of people with disabilities, limited English proficiency, or functional limitations such as lack of transportation, including:

- Access or mobility limitations due to a physical disability or activity limitations.
- Difficulty understanding verbal or written English communication due to partial or full hearing or vision loss, limited English proficiency, or a cognitive disability.
- Medical, mental health, or dietary special needs in disasters such as access to medications, modified shelter settings, or avoidance of severe food allergens.

Because of the nature of the relationship of the university to its students and employees, it is possible to know in advance of community members with access or functional needs. The Director of Emergency Management is charged with coordinating with Disabilities Services, and the Academic Affairs office before and during disasters to ascertain the needs of disabled members of the community and enact plans and response provisions to accommodate their needs, such as:

- Developing pre-plans for evacuation of individuals who may require assistance or additional time;
- Ensuring emergency messages are issued visually and aurally, or are formatted for ease of processing by accessibility devices; or
- Accommodating physical access, medical, or emotional needs in evacuation and shelters.

**Threat Severity Level**

The EOP uses three threat severity levels to scale Fitchburg State University’s response depending on the scope and severity of the situation. Characteristics of each level are discussed below.

**Level Four**

The day-to-day status wherein on-duty personnel routinely resolve very minor situations without implementing the general emergency measures contained in this plan.

Examples: Minor traffic accident, medical emergency, fire alarm/minor outside fire that is extinguished.

**Level Three-Minor**

Involves a minor event that is occurring or may occur that could negatively affect the Fitchburg State University community.

**Characteristics**

- No immediate danger or emergency exists, but the potential is present.
- A minor incident occurs that appears to be of short duration.
- The situation is limited in scope and can be managed by the appropriate administration.

Examples: A severe storm watch issued by the National Weather Service, fire or hazardous materials incident within two (2) miles of the campus; minor building system problem; local power outage.

**Level Two-Alert**

A level two situation indicates that a major incident is occurring and requires a response by Fitchburg State University.

**Characteristics**
• People are in danger and/or facilities and equipment are at risk. Immediate action is necessary.
• The incident is on Fitchburg State University property, or it is in close proximity where it may affect a facility or involved personnel.
• The situation requires significant coordination of resources or agencies.

Examples: A tornado, hurricane or blizzard warning issued by the National Weather Service, A major fire or hazardous materials incident within one-half mile of a Fitchburg State University property; A major building system failure; An incident at a Fitchburg State University property that, although begin handled by the appropriate administration, may need additional resources.

Level One-Emergency

A level I situation indicates that a major incident is occurring and requires a response by Fitchburg State University.

Characteristics

• People are in danger and/or facilities and equipment are at risk. Immediate action is necessary.
• The incident is on Fitchburg State University property, or is in close proximity to affect a facility or involve personnel.
• The situation requires significant coordination of resources or agencies.

Examples: A fire or hazardous materials incident that is occurring at a Fitchburg State University property; a major storm or weather event that is causing or has caused injury/damage.
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The President or President’s Successor:
In any incident the President, as the chief executive officer of the university, retains final authority and responsibility for response, coordination of resources, personnel, and facilities. As time and situation allows, the president should communicate his/her views to the IC/UC on the following matters:

- Safety considerations.
- Environmental issues.
- Legal and policy limitations.
- Issues related to critical infrastructure services or restoration.
- Political, reputational, and social concerns.
- Cost considerations.

Conversely, the IC/UC or the Emergency Manager must keep the president informed about the situation and the status of the university response. Despite the established role of the Public Information Officer, following a disaster, the president is the chief public relations officer and the personification of the institution. Even in non-disaster emergencies, social media has afforded the president unprecedented levels of interaction directly with the community. It is therefore crucial that the president is provided timely information.

Succession of Authority
Unless otherwise directed by the Executive Committee, the Provost shall, in the absence of or incapacity of the President, or in the event of a vacancy in the office of President, serve as Acting President and exercise the powers of the duties of the President.

Responsibilities of Executive Vice President; Delegation of Authority
The Executive Vice President of Academic Affairs is principally responsible for emergency operations. The Executive Vice President effectuates emergency operations by delegating responsibilities and authorities to the Incident Commander and Emergency Manager as specified in this section.
Emergency operations are managed by up to three separate organizational bodies with separate complementary duties.

**Executive Policy Group (Leadership)**
- University senior leaders and officers of the university
- Make overarching policy decisions, provide resources

**Emergency Operations Center (Coordination)**
- Directors and managers of key administrative departments
- Support the Incident Management Team, enact the emergency measures of the Executive Policy Group

**Incident Management Team (Command)**
- Consist of FSUPD, CPM, EHS, Health Service, or outside public safety, public health, or public works agencies
- Dispatch delegated authority to save lives, prevent expansion of the incident, and protect property and the environment

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**On Scene Command**

**Incident Commander**

The initial IC in most situations will be an individual directly related to the nature of the event or a supervisory or command officer from either law enforcement (FSUPD) or the fire department. Size, scope and seriousness may dictate that a coordination level be added, at which point the coordination role of the overall incident will shift to the Emergency Operations Center (EOC).

**Authorized Personnel and Responsibilities**

The role of incident commander may be held by an official from various disciplines/departments depending on the nature of the incident. Individuals in the following job titles are authorized to assume the position of Incident Commander:

Initial incident response:
- Police supervisor (sergeant) or higher rank.
- Fire department officer/supervisor.
- Facilities supervisor.

Extended incident:
- Police Chief -level personnel (FSUPD).
- Police department command officer.
- FSU Environment Health and Safety specialist.
- Capital Planning and Management supervisors.
- Health Services medical director or local public health official.
The role of the Incident Commander (IC) is to manage and coordinate the joint response to incidents affecting Fitchburg State University. In that capacity, the IC may direct personnel, take actions and implement procedures as necessary to resolve the incident.

Once a person has assumed command of an incident, that person will remain the IC until relieved by choice or by a more suitable official. The responsibilities of the IC are as follows:

- Verify completion of the Seven Critical Tasks (Page 12)
- Classify the threat severity level by matching situation facts to threat criteria.
- Take protective action to stabilize the scene.
- Activate appropriate ICS functions.
- Establish a unified command structure with responding agencies, if necessary.
- Conduct initial briefing of the IMT.
- Set specific objectives and direct the incident action plans be developed.
- Brief all Command Post personnel on incident action plans with the IMT.
- Approve all incident information released to the news media.
- Set objectives and approve plans for return to normal operations.

**Build and Maintain a Command Organization**

As the incident continues and becomes more complex, the IC will need to delegate duties to others, and will be accomplished by activating the Incident Command System (ICS) functions that comprise the Incident Management Team. The functions that are activated, and when these functions are activated, will depend on the nature of the incident.

**Unified Command**

Fitchburg State University recognizes the need to ensure direction and control for an incident involving more than one jurisdiction and involving multiple responding agencies. When the situation presents, a Unified Command structure will be established. A Unified Command structure means that all agencies and organizations that have responsibilities and authority at an incident will contribute to its resolution. The process for a Unified Command structure is as follows:

All authorized response agencies and organizations will contribute to:

- Determining overall response objectives.
- Selecting response strategies.
- Ensuring joint planning and application of tactical activities.
- Maximizing use of available resources.
INCIDENT MANAGEMENT TEAM

The Incident Management Team (IMT) refers collectively to the Incident Commander and the persons who have filled the various positions at the command staff level and general staff level at the Command Post (CP).

The Incident Management Team (IMT) will be responsible for carrying out the directives of the IC. Additional functions can be created and activated as needed. Fitchburg State University adopts the NIMS Incident Command System Field Guide

The only required position in an Incident Management Team is the Incident Commander. The IC may designate personnel to fill staff positions as the needs of the incident dictate. All functions without a designated section chief or officer remain the responsibility of the IC.

Command Staff

Public Information Officer

The Public Information Officer (PIO) is the interface between the Incident Management Team and the community being served. In addition to the traditional role of coordinating all news media interactions, the PIO also coordinates the release of information to internal (students and employees) and external (general public) audiences via non-media channels such as email and social media. The IC should approve all information and briefing material prior to being released. Responsibilities include:

- Prepare an information summary on media coverage for IMT personnel.
- Provide press briefings and news releases as appropriate.
• Arrange for meetings between news media and incident personnel as directed by the IC.
• Provide escort to the media and other officials into controlled areas as necessary.
• Monitor media reports and reactions by the public, including social media.
• In large scale incidents involving the greater community, participate as part of the Joint Information Center (JIC) usually operated by a local EOC.

Safety Officer
The Safety Officer’s mission is to help prevent injuries from occurring to anyone involved in the response incident. The Safety Officer must be prepared to intercede to protect lives at any time, in whatever manner is necessary, and is the only person other than then IC who has the authority to stop an authorized plan from being put into action. Responsibilities include:

• Participate in planning sessions, concentrating on issues of safety.
• Monitor operational activities to assess potential danger and unsafe conditions.
• Correct unsafe acts or conditions through regular lines of authority when possible.
• Invoke EMERGENCY AUTHORITY to immediately correct unsafe acts.
• Monitor stress levels of personnel involved in the response.
• Document and investigate injury or illness of responders.

Liaison Officer
The Liaison Officer serves as the point of contact for responding agencies (law enforcement, fire, emergency medical agencies, utilities, etc.) and other agencies that may be involved in the incident. The Liaison Officer usually manages the Agency Representatives, coordinating personnel assigned to Fitchburg State University Command Post by responding agencies. Responsibilities include:

• Identify representative from and maintain contact with each responding agency, including communication links and locations of all assisting personnel.
• Handle requests from Command Post personnel for inter-organizational contacts.
• Monitor operations to identify current/potential inter-organizational problems.
• Provide information to appropriate governmental agencies.
• Maintain an activity log.

General Staff

Operation Section Chief
The Operations Section manages all tactical operations of the incident, directing the implementation of action plans and strategies developed by the IC and IMT. Responsibilities include:

• Executing the response priorities set by the IC.
• Requesting resources when needed, and approving their release when no longer needed.

Planning Section Chief
The Planning Section collects, evaluates and disseminates the information needed to measure the size, scope and seriousness of the incident and to plan an appropriate response. Responsibilities include:

• Provide briefing on incident size and scope to all personnel.
• Deploy and supervise personnel as need to gather and assess information.
• Participate in planning sessions, concentrating on obtaining the information needed for decision-making.
• Prepare estimates of incident escalation or de-escalation.
Logistics Section Chief

The Logistics Section provides facilities, services and other resources required for the incident. Responsibilities include:

- Provide, maintain and control selected equipment, supplies, facilities and services required by the Operations Section.
- Coordinate and process requests for additional resources.
- Provide for the basic human needs of the responders, including food and a rest/sleep area.

Finance/Administration Section Chief

Finance/Administration handles the cost and financial matters of the incident, including managing the process of filing claims for loss and compensation. The Finance/Administration Section must fastidiously organize and retain cost-related documentation that will be necessary after the incident to process claims, including federal assistance. Responsibilities include:

- Assist Logistics Section with procurement of equipment, supplies and other resources needed for incident resolution.
- Ensure that all personnel time records are maintained.
- Prepare incident-related cost analysis as requested by the IC.
- Respond to and evaluate incident-related compensation claim requests.
- Document damage with pictures or video if possible.

Transfer of Command/Duty Procedures for the IC/IMT Staff

An orderly procedure for the transfer of a position’s duties from an outgoing individual to an individual that is assuming responsibility ensures uninterrupted functionality of key responsibilities. A person serving as IC or in an IMT staff position will continue to do so until relieved by a successor, or the function is ended by direction of the IC. When transferring command/duty:

1. The oncoming person should perform an assessment of the situation.
2. The outgoing person briefs the oncoming person, face-to-face if possible, addressing:
   a. Safety conditions
   b. Status of incident action plans
   c. Assignment and deployment of personnel and equipment under the direction of that IMT function
   d. Appraisal of need for additional resources
   e. Any other issue applicable to the IMT function
3. Determine the appropriate time for the transfer, if not immediately.
4. At the time of transfer, announce the change in command/duty to all affected personnel.
5. The person being relieved may be reassigned, may rest, or may conclude their involvement in the incident.

Executive Management of Emergency Operations

Emergency Operations Center (EOC) and the Executive Policy Group (EPG)
During a major incident involving multiple sites or direct impact to Fitchburg State University, an Emergency Operations Center is established under the direction of an Emergency Manager to oversee incident consequences, ensure continuity of operations, and provide support to the scene-based Incident Management Team(s) and Incident Commander(s). The EOC is tasked with coordinating operational, resources, and planning activities, and establishing policy through the Executive Policy Group. The main focus of the EOC is managing the “impact” of the event, not the resolution of the specific incident. Secondly, the focus of an EOC is to provide support and guidance to the scene-based teams, not micro-manage their activities.
The Executive Policy Group is a separate element of the EOC structure where top management personnel come together to make major policy decisions. They also serve to insulate the Emergency Manager from inquiries into the incident from high-level entities, such as local community leaders, government officials, or university trustees.

The EOC is also essential for managing short and long-term management of essential operations and long-term recovery efforts.

**Continuity of Operations (COOP) Coordination**

The Emergency Operations Center assesses the situation and determines the damage and incident impact on the operations of the university. Based on this appraisal, continuity of operations (COOP) plans may be implemented, and the EOC will act as a central point of coordination.

The EOC will alert points of contact for departments affected by the emergency. Those departments will establish COOP plans individually and should have the ability to access their plans, in print or online, and begin to make necessary notifications within their own departments. Requests for resources may be submitted via email to the Chief Financial Officer (CFO) of Fitchburg State University.

The focus of a continuity of operations plan is the continuation or resumption of critical functions, secondary to the protection of people and property. If either lives or property are threatened, operations that may impact life safety or cause further damage to property should be suspended.

**Emergency Manager**

- Serves as the advisor to the president of the university (or successor) to coordinate emergency response and recovery operations
- Establishes an EOC
- Establishes an Executive Policy Group (EPG). The EPG is located near the EOC, and the EPG functions in a decision making capacity, establishes policy that advises the actions of the Emergency Manager
- Recommends de-escalation and de-mobilization based on reliable intelligence and information from Planning and/or Operations

The following individuals are authorized to assume the postion of Emergency Manager:

- Fitchburg State University Chief of Police
- Fitchburg State University Deputy Chief of Police
- Fitchburg State University Executive Director of Capital Planning and Maintenance
- Fitchburg State University Environmental Health and Safety officer
**Emergency Operation Center (EOC)**

The Emergency Manager will activate EOC functional areas based on the needs of the incident. University support functions will parallel day-to-day responsibilities of Fitchburg State University. When the Emergency Manager activates a given function, the director/manager of the responsible department, or the director’s designee, will be assigned to the EOC and is responsible for coordinating the function. When more than one department has responsibilities for a given function, one department will be designated the lead.

University support functions are loosely based on the Emergency Support Functions (ESF’s) contained in the National Response Framework, and parallel in the Commonwealth of Massachusetts Comprehensive Emergency Management Plan as Massachusetts ESF’s (MAESFs) and the City of Fitchburg’s Emergency Operations Plan as Local Emergency Support Functions.


<table>
<thead>
<tr>
<th>University Department</th>
<th>Support Functions</th>
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</thead>
<tbody>
<tr>
<td>Dining Services (Chartwells)</td>
<td>Food and Water</td>
</tr>
<tr>
<td>Environment Health &amp; Safety</td>
<td>Oil and Hazardous Materials Response</td>
</tr>
<tr>
<td>Capital Planning and Management</td>
<td>Energy</td>
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<td></td>
<td>Public Works and Engineering</td>
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<tr>
<td>Finance Division</td>
<td>Cost Tracking</td>
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<tr>
<td></td>
<td>Claims/Compensation</td>
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<tr>
<td></td>
<td>Long-Term Community Recovery</td>
</tr>
<tr>
<td>Health Services</td>
<td>Public Health and Medical Services</td>
</tr>
<tr>
<td>Local Fire Department</td>
<td>Firefighting</td>
</tr>
<tr>
<td></td>
<td>Search and Rescue</td>
</tr>
<tr>
<td>Office of Academic Affairs</td>
<td>Volunteers</td>
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<tr>
<td>Housing and Residential Services</td>
<td>Housing</td>
</tr>
<tr>
<td>Environmental Health and Safety</td>
<td>Emergency Management</td>
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<tr>
<td></td>
<td>Transportation</td>
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<tr>
<td>Purchasing</td>
<td>Procurement</td>
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<tr>
<td></td>
<td>Resource Support</td>
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<tr>
<td>Technology Services</td>
<td>Communications</td>
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<tr>
<td>Alumni Association/Board of Trustees</td>
<td>Donations</td>
</tr>
<tr>
<td>University Police</td>
<td>Public Safety &amp; Security Response</td>
</tr>
<tr>
<td>University Relations</td>
<td>Public Information</td>
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<td></td>
<td>External Affairs</td>
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</tbody>
</table>
At the discretion of the Emergency Manager, when the number of functional areas necessary to coordinate response exceed manageable span of control, the Emergency Manager may organize support functions in sections, appointing one person to coordinate each section:

<table>
<thead>
<tr>
<th>Operations</th>
<th>Planning</th>
<th>Logistics</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FSU Police</td>
<td>Emergency Management</td>
<td>Transportation</td>
<td>Procurement</td>
</tr>
<tr>
<td>Health and Medical</td>
<td>Situational Awareness</td>
<td>Capital Planning and Management</td>
<td>Cost Tracking</td>
</tr>
<tr>
<td>Hazmat Response</td>
<td>Incident Documentation</td>
<td>Housing</td>
<td>Time Tracking</td>
</tr>
<tr>
<td>Firefighting</td>
<td>Technical Specialties</td>
<td>Food and Water</td>
<td>Claims/Compensation</td>
</tr>
<tr>
<td>Search &amp; Rescue</td>
<td>Communications</td>
<td></td>
<td>Long-Term Community Recovery</td>
</tr>
</tbody>
</table>

The Emergency Manager may also delegate, as needed, functions to facilitate the operation of the EOC, including appointed scribes, runners, IT support personnel, and other assisting positions as necessary.

**Executive Policy Group**

An Executive Policy Group is the leadership of the university responsible for maintaining continuity of university operations and making high-level policy decisions. The Executive Policy Group works with the EOC, and should be located near the EOC, or should be in regular communication with the EOC via conference Bridge or videoconference.

The Emergency Manager establishes an Executive Policy Group by contacting the Executive Vice President or a successor. The policy group may consist of the Executive Vice President of Academic Affairs and any deans, associate deans, and corporate officers who are affected by the incident or whose input may be needed as determined by the Executive Vice President or successor. The policy group may include the president, or may report to the president.
Direction, Control and Coordination

Incident Command
Within the perimeter of the scene of an incident the Incident Commander (IC) has tactical control over all personnel, assets and resources assigned to the incident. Each person that is a part of the Incident Management Team (IMT) should report to only one supervisor, and each supervisor should be accountable for not more than seven resources (personnel), ideally five.

In some cases, laws, codes, prior agreements or the very nature of the emergency require that the IC is a member of an outside response organization. For example, the most senior fire officer usually assumes the role of Incident Commander at a structure fire. Fitchburg State University personnel who are part of the IMT shall obey the lawful orders of the IC, whether the IC is a Fitchburg State University employee or a member of an outside response organization with appropriate jurisdiction.

When Unified Command (UC) is established, all authorities applicable to the IC also extend to the UC.

Integration of Outside Agencies and Unified Command
Resources from cooperating agencies will integrate into the Incident Management Team, abiding by the organizational structure prescribed by NIMS. When an outside agency has substantial resources or personnel committed, the senior officials from each agency may establish a Unified Command, with representatives of each agency contributing to the direction of the response; however, in such cases one person form the Unified Command shall still be designated the Incident Commander.

EMERGENCY OPERATIONS CENTER

The Emergency Operations Center is a predefined, centralized location where senior administrators meet to provide support to the scene-based Incident Command, and to manage the impact of the incident. The EOC acts in a coordinating role and shall never supersede or countermand the tactical decisions of the IC.

The EOC serves as a centralized management center for emergency operations. The EOC is a designated area equipped with communications equipment, reference materials, activity logs and all the tools necessary to respond quickly and appropriately to an emergency.

Emergency Operations Center Locations
Designated rooms on all three campuses are able to function as an EOC in an emergency:

<table>
<thead>
<tr>
<th>Sanders Building</th>
<th>Presidents Conference Room</th>
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<tbody>
<tr>
<td>Mazzaferro Center</td>
<td>Presidents Conference Room</td>
</tr>
<tr>
<td>University Police</td>
<td>Chiefs Office/Training room</td>
</tr>
<tr>
<td>McKay School</td>
<td></td>
</tr>
</tbody>
</table>

The Emergency Manager is responsible for managing the EOC operations during extended emergencies. For continuity of operations at the EOC, a line of command and succession will be established.

In the event of a Level I emergency situation, the EOC command structure will be organized into two teams to operate continuously on a 24-hour basis. Each team will be assigned to 12-hour shifts to be designated by the Emergency Manager based on the conditions of the incident.
Emergency Operations Center Activation Levels

Similar to the threat severity levels, the EOC may be activated at different levels depending on the needs of the incident. The Emergency Manager will determine and communicate the activation level.

**Level 4 None**

- During day-to-day operations the Police Department Communications Center acts as the defacto Emergency Operations Center, providing the coordination and notification functions when an incident occurs, until an EOC can be established.

**Level 3 Virtual**

- Response coordinated via distance communication, including audio teleconference and video teleconference.
- Suitable for minor or short-duration incidents.
- May be necessary in the intial phase of a no-notice incident

**Level 2 Partial**

- A physical EOC is opened. Selected functional areas are activated at the discretion of the Emergency Manager, and responsible officials report to the EOC.
- More complex incident requiring face-to-face interaction.
- Forecast severe weather, when responsible officials might be unable to respond to campus if the situation worsens during the storm.

**Level 1 Full**

- A physical EOC is opened. All functions are activated and staffed. Incident duration may be extended, and staffing plans are developed for continuous, 24-hour operations.
- Major disaster.
- Complex incident requiring coordination of university resources and outside responders.

**Multi-Agency Coordination System (MACS)**

In a large-scale incident affecting the university and surrounding community, or a regional disaster affecting a large area, the university will coordinate with other jurisdictions through their EOC, if one is established, or through their public safety dispatch center.
Emergency Response Plans

Emergency Response Plans are plans that a department develops for a specific area or unit that provides direction to employees on what to do in specific emergency situations (i.e., fire, severe weather). Emergency Response Plans will be incorporated into the Building/Departmental Emergency Plan Annex. Employees are to be trained on these plans so that a common response protocol is understood. Faculty and staff who work in multiple locations will also need to know the evacuation assembly areas and tornado shelter areas for all buildings in which they work. At a minimum, department Emergency Response Plans should address:

- Evacuation;
- Sheltering in place;
- Severe weather shelter;
- Medical emergencies;
- Communication methods to contact employees who do not have access to customary modes of emergency notification;
- Reporting protocols relative to communicating information relevant to an on-going emergency situation;
- Actions to be taken to ensure continuity of operations including critical tasks, services, key systems, and infrastructure;
- Methods to ensure that all personnel have been made aware of the plan and the plan is reviewed and if necessary, revised at least annually.

Emergency Support Plans

During an emergency, support is provided to emergency responders from many entities, including the university. While the university support can come in the form of any type of activities or services, preplanned actions of the university are called Emergency Support Plans. Emergency Support Plans which require significant coordination must be developed and documented so that they can be called upon to provide quick and efficient direction to university personnel during an emergency. These plans will be campus specific and support Incident Command operations and/or continuity of operations to the university. The intent of each plan should focus on the appropriate response to specific identified emergencies in an effort to mitigate or resolve a situation.

Exercises/Drills

In order for the university to maintain a state of readiness and test critical response components, semi-annual exercise and drills will be conducted. These drills provide opportunity to ensure that adequate preparations are in place to effectively respond to emergencies on campus and personnel are ready to perform their assigned duties.

Fitchburg State University Police Department in coordination with Capital Planning and Management will conduct table top exercise and drill scenarios that will challenge the University emergency response groups and affiliated departments to effectively respond to any given emergency. Similarly the FSU Police Chief will schedule drills and table top exercise to ensure that the FSU remains in a ready state to respond to any emergency utilizing the National Incident Management System protocols. To the extent necessary, Incident Command exercises and drills will involve participation from external tactical emergency response organizations and governmental agencies to ensure that responses are compatible, synchronized and interoperable.

Approximately once every two years, FSUPD and CPM, collaborating with FSU, will develop a comprehensive exercise that will evaluate and test both IC capabilities (FSUPD) and university support operations capabilities in unison. All drills and table top exercise will result in an “After Action Report”
generated by FSUPD and CPM for their respective drills and table top exercise. After Action Reports’ will be developed and formatted following the Department of Homeland Security HSEEP (Homeland Security Exercise Evaluation Program) guidelines. All After Action Reports will be maintained by FSUPD.

Training

FSUPD and CPM will specify training requirements and maintain training documentation for those university personnel designated to act in a support role for university emergencies. Similarly, the FSUPD Chief will determine training needs for FSU staff to become compliant with all National Incident Management System requirements, in accordance with the National Response Framework, and Homeland Security Presidential Directives 5 & 8. FSUPD Training documentation will be maintained by FSUPD.


https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=4&ved=0CDsQFjAD&url=https%3A%2F%2Fwww.dhs.gov%2Fxlibrary%2Fassets%2Fpresidential-policy-directive-8-national-preparedness.pdf&ei=eJF8V0UgOYresATinoL4Cw&usg=AFQjCN10eK6iOolHniByBa3rotBBY85yDoWrA&tbnid=als1BG5DdxLXmM:&docid=1Ov66igK-mO42M&ved=0CB4QFjACAg&ec=8-58&ei=eJF8V0UgOYresATinoL4Cw&usg=AFQjCN10eK6iOolHniByBa3rotBBY85yDoWrA&bvm=bv.80642063,d.cWc

Annual Plan Reviews

The Emergency Management Plan will be reviewed annually and updated/revised as deemed appropriate. Interim revisions will be made when one of the following occurs:

- A change in university site, administrative structure or facility arrangement that affects implementation of the plan;
- A material change in response resources;
- An incident occurs that causes a review;
- Internal assessments, third party reviews, or experience in drills, table tops or actual responses identify significant changes that should be made in the plan;
- Other changes are identified and are deemed significant.

Plan changes, updates, and revisions are the responsibility of FSUPD and CPM. Revised plans will be submitted to the Emergency Management Plan Team for concurrence.

Documentation of Support Activities

It is important that university personnel document their actions and expenditures during the entire emergency response effort. This will be needed during a review/analysis of the emergency response activities as well as justification for potential reimbursement by state or federal agencies or through post-event litigation.

ICS forms are available from the Chief Financial Officer, but are primarily designed for Incident Command Operations. University support groups should keep accurate, detailed and legible notes regarding their support actions and provide them to the university Chief Financial Officer when the emergency is over and their participation has concluded.

http://training.fema.gov/emiweb/is/icsresource/assets/ICS Forms/Form 210-Fillable.docx
http://training.fema.gov/emiweb/is/icsresource/assets/ICS Forms/Form 211-Fillable.docx
Mutual Aid Agreements

The university maintains mutual aid agreements with appropriate law enforcement agencies, details of which can be obtained from FSUPD.

Emergency Response Mobilization

In response to an emergency, the university will call upon its personnel to mobilize and respond in one of three teams to support the response and recovery of the incident, all while providing for continuity of operations. The three groups that work collaboratively to provide these services are the Emergency Management Team, Public Relations Team and the Policy Group (Board of Trustees).

These teams are designed to:

- Oversee university operations during an emergency, ensuring for the overall security and welfare of the campus, as well as addressing all related issues associated with the emergency and university operations;
- Provide accurate and timely information to the campus populations, media, parents and interested parties external to the university;
- Provide university support as requested by the Incident Commander, to include university intelligence, support personnel, equipment, material, etc.
EMERGENCY MANAGEMENT TEAM

The Emergency Management Team (EMT) is responsible for directing university resource support of emergency response operations and maintaining continuity of critical business functions on campus. It is also responsible for the welfare and security of the campus at large, beyond the bounds of the immediate emergency which is established by the Incident Command and under its direct control.

The team consists of a select group of Fitchburg State University management and supervisory personnel who have a role in management and recovery and will collectively initiate the university response during emergencies. EMT core members will convene at the University Emergency Operations Center as soon as an FSU emergency alert is received or otherwise notified by FSUPD or CPM. There are two specified locations on campus identified as Emergency Operations Center. The first, President’s Conference Room, Sanders Building. The second, FSUPD Conference/training room.

RESPONSIBILITIES

The overall responsibility of the EMT is to provide overall direction of University response activities. Specifically, the EMT will be responsible for:

- Providing university intelligence, equipment, material, supplies, personnel, etc. as requested by the Incident Command in support of its efforts to mitigate the emergency and protect life and property;
- Collaborating, strategizing, and planning among EMT members, the President and Executive Team, and other university personnel in addressing issues directly related to campus functions and operations impacted by the emergency;
- Maintaining a current and accurate accounting of emergency response activities and progress in order to update the President and his/her staff, as well as those communicating with parents, media, etc.
- Documenting and tracking university actions in support of emergency response efforts;
- Performing related duties as deemed necessary during the campus emergency.

POSITIONS

EMERGENCY MANAGEMENT TEAM COORDINATOR

The Emergency Management Team Coordinator will be the Chief of University Police or designee. This person will be responsible for overseeing coordination of the team’s activities during an emergency and ensuring it functions efficiently and effectively in support of the Incident Command while maintaining continuity of the campus operations. The Emergency Management Team Coordinator will:

- Based on current information received from the EMT Liaison on the status of an emergency, provide scheduled, periodic operational briefings to the EMT Work Group Leaders;
- In collaboration with Incident Command and the EMT Work Group Leaders identify operational objectives to protect the campus community and support emergency response operations;
- Coordinate the identification and assignment of resources to meet objectives;
- Track operational objectives/action items to ensure completion and/or subsequent modification;
- Provide oversight to the Technology Administrators to ensure clear and concise information is being communicated via social media.
EMERGENCY MANAGEMENT TEAM LIAISON

The Emergency Management Team (EMT) Liaison will be a ranking member of the University Police Department, typically the Chief of Police. The Liaison will be responsible for communicating directly with the University representative at the Incident Command Post. During this communication, the EMT Liaison will keep abreast of status/progress of the emergency response efforts and related information.

The Liaison will relay information received from the Incident Command to the EMT Coordinator and subsequent to EMT members through scheduled briefings.

WORK GROUP LEADERS

The Emergency Management Team (EMT) is organized into six major Work Groups that have specific assigned areas of responsibility. Work Group Leaders will work together in a collaborative fashion to accomplish the following tasks:

- Provide the intelligence, equipment, material, supplies, personnel, etc. as requested by the Incident Command in support of its efforts to mitigate the emergency and protect life and property
- Collaborating, strategizing, and planning with each other, the EMT coordinator, and other university personnel in addressing issues directly related to their respective areas of responsibility and effecting necessary actions to support the overall university response effort
- Documenting and tracking university actions to support the overall university response effort
- Performing related duties as requested by the EMT Coordinator during the campus emergency

Working Groups May Consist of the following:

Capital Planning and Maintenance

Capital Planning and Maintenance is responsible for addressing emergencies resulting from building collapse/severe building damage, electrical/gas related emergencies, excessive snow/ice accumulations, and other physical university conditions related to life safety. In these or related emergencies, facilities management will be responsible for:

- Providing equipment and personnel to perform shutdown procedures, establish hazardous area controls, erect barricades and perform damage assessment, debris clearance, emergency repairs and equipment protection
- Providing vehicles, equipment and operators for the movement of personnel and supplies, and assigning vehicles as needed
- Maintaining a current list of local vendors (and respective agreements, as warranted) which can provide supplemental resources (tools, material, equipment, and personnel) as necessary to adequately support a given emergency
- Obtaining the assistance of utility companies as required during emergency operations
- Furnishing emergency power and lighting systems

Human Resources

(Primary Contact: Associate Vice President of Human Resources)

Human Resources is responsible for providing guidance to FSU staff/academic personnel regarding labor issues associated with the university response to the emergency. This includes but is not limited to work assignments, flexible scheduling, benefits, job sharing, and application of collective bargaining agreements. Human Resources will also be responsible for:
• Providing an emergency employee placement service to match up employees willing and able to work with units that have a particular need for their skills
• Communicating changes to standard processes and procedures
• Coordinating the approval process for essential, alternate, and standby position designations
• Provide background information on University employees as requested

PROVOST’S OFFICE

(Primary Contact: Assistant Provost)

The Provost’s Office will address needs, concerns, and issues related to academic impacts resulting from the emergency as part of the Emergency Management Team. The Provost (In concert with the University President and his executive team) will also address business continuity issues from an academic perspective - decisions relative to suspension of classes, cancellation of classes, university closure, etc.

Student Support

Issues related to the health and wellbeing of students will be addressed through the Student Support Work Group. With students being the largest demographic population within the university, the Student Support Work Group is made up of a large network of support staff; The Dean of Students, University Registrar, University Housing Services and Intercollegiate Athletics. Areas of Technical Specialties include areas of Student Affairs to include Student Health Service, Student Counseling and University Dining Services.

Dean of Students

(Primary Contact: Dean of Students)

Dean of Students is responsible for ensuring that plans are in place to protect and care for the FSU student population throughout an emergency situation.

Responsibilities include:

• Establishing parent/student reunification center(s) on campus
• Working with University Dining Services to provide temporary or alternate food service facilities for the on-campus student population affected by the disaster or emergency
• Working with University Dining Services to provide food services for off-campus students who have been directed to remain on campus or who are unable to leave the campus
• Working with Red Cross in providing food services for emergency response personnel and university staff directed to remain on campus for extended periods of time
• Working with the Student Counseling Center to establish counseling services deemed warranted
• Working in partnership with the University Registrar to implement a post-emergency accountability process where there is a need to account for the safety of students on campus
• Developing a means to communicate with parents/relatives of students who have sustained injuries or have otherwise been individually and adversely impacted by the emergency

University Housing and Residential Services

(Primary Contact: Director University Housing and Residential Services)

University Housing and Residential Services is responsible for developing plans and protocols to ensure all students in residence halls and campus housing are adequately cared for and protected in emergency situations. University Housing may be called upon to provide:

• Temporary or alternate housing facilities for the on-campus student population affected by the emergency
• Housing for off-campus students who have been directed to remain on-campus or who are unable to leave the campus
• Housing for emergency response personnel and university staff directed to remain on campus for extended periods of time
• Beds, or other resources/material, as required

Intercollegiate Athletics

(Primary Contact: Director-Athletics)

Intercollegiate Athletics is responsible for the development and implementation of plans and protocols to ensure the safety of participants, spectators and staff at athletic events during a crisis situation anywhere on campus.

Finance and Cost Management

The Finance and Cost Management Work Group is responsible for providing financial support, as warranted, to support university operations during an emergency. The Chief Financial Officer is the leader of this group. The Financial and Cost Management Work Group will coordinate and track all financial aspects of the emergency as it relates to university business continuity or support for Incident Command.

This group will also be primarily responsible for the insurance provisions associated with the emergency and serve as the primary interface with university property and liability insurance representatives, Massachusetts Emergency Management Agency (MEMA), Federal Emergency Management Agency (FEMA) representative, etc. relative to emergency reimbursement costs. This will entail:

• Collecting personnel and equipment time usage records associated with university response actions
• Completing and/or collecting all forms and paperwork necessary to receive authorized reimbursed costs
• Collecting information regarding injuries
• Providing appropriate reimbursement forms to campus department heads that are to be utilized to document costs acceptable for reimbursement from university insurance carriers, MEMA, FEMA or other government agencies
• Educating department heads on the proper completion of forms noted above

The Director of Procurement will coordinate with work groups to identify sources of equipment and supplies for university emergency operations. The Director will provide guidance on emergency procurement procedures, prepare and sign or authorize signage of equipment rental agreements and process all administrative requirements associated with equipment rental and supply agreements.

Telecommunications and Networking

(Primary Contact: Chief Information Officer and Assistant Vice President)

In preparation for emergencies, telecommunications and Networking will direct the design and implementation of network and phone service for campus emergency facilities including Emergency Operations Center (EOC) and the Emergency Call Center. This will include both wired and wireless connectivity as well as telephone instruments and service for all established locations. Upon activation of the EOC, Telecommunications and Networking will continue to support emergency facilities and maintain wired and wireless connectivity.

Computer Infrastructure Support Services (CISS)

(Primary Contact: Chief Information Officer and Assistant Vice President)

Computer Infrastructure Support Services has the responsibility for keeping the major campus communications systems up and running in an emergency situation, adding capacity as necessary. These
systems include the campus email system and mass email channel provided to the Campus Communications Team and the University Police Department. The team serves in an on-call capacity as needed for any technology issues in which they can be of assistance in an emergency.

Policy Group
The Policy Group will work closely with the Emergency Management Team in developing/approving emergency response initiatives designed to oversee the security and welfare of the campus at large and collaborate with the Director of Public Relations in establishing a Press Conference or other high level press release. Responsibilities:

- Evaluate the institutional effects of an emergency and determine appropriate courses of action for the university relative to business continuity, e.g. authorize a temporary suspension of classes, or a campus closure
- Evaluate functions deemed critical to the continuity of university business operations
- Develop emergency-specific policies as needed
- Address legal and political implications associated with the emergency
- Determine and convey business resumption priorities and business recovery plans to the Emergency Management Team and Departmental Leads
- Support Finance and Cost Management Work Group Leader with regards to financial resources and direction

Positions

President
The University President (or designee) is in charge of the Policy Group and responsible for final approval of all decisions

Policy Group Liaison
The Policy Group Liaison is a functional member of the Policy Group that will keep the Policy Group apprised of the incident status and actions of the Emergency Management Team (EMT). The Liaison will communicate directly with the Public Information Officer.

Public Information Officer
The Public Information Officer (PIO) is responsible for interfacing with the public and media. The PIO develops accurate and complete information on the incident’s cause, size, and current situation, resources committed, and other matters of general interest for both internal and external consumption. This includes updates on tactical response related information as well as University operations undertaken to ensure for the welfare of the campus at large. He/she will take the lead role in ensuring information shared with public entities is accurate, timely and consistent.

The PIO will be staffed by a member of Media Relations and will typically be located at the Incident Command Post during an emergency. The PIO will collaborate closely with the Director of Media Relations who will report immediately to the scene of the emergency to address (manage) the media. The PIO will also be in regular communications with the Incident Commander regarding the status of emergency response operations and the Emergency Management Team Liaison as necessary to receive input on University sponsored activities. The PIO and Director of Media Relations will be activated immediately upon any notice of a campus emergency, either by an FSU Emergency Alert (RAVE) or directed notification from FSUPD.

Based on the magnitude of the emergency and the subsequent response, the PIO or the Incident Commander may call the Joint Information Center (JIC) to be activated, which includes PIO’s from
different emergency response agencies. The University PIO will determine the JIC location and assume a lead role.

As deemed warranted, the PIO or Director of Media Relations may schedule a press conference(s) to provide a coordinated release of information related to the campus emergency media personnel. Representatives from emergency response agencies and the University may participate in these press conferences.

**Emergency Call Center**

The Emergency Call Center (ECC) is a facility designed to receive calls from the public during a campus emergency. The ECC is staffed by university personnel who have been trained in emergency call center protocols. The activation of the ECC is at the discretion of the PIO, based on the magnitude of the emergency and the anticipated volume of calls from parents and other interested parties. The activation of the ECC and corresponding phone number will be publicized.
ACTIVATION OF EMERGENCY OPERATIONS

In most situations, emergencies will first be encountered by faculty, staff and students. However, the University Police Department (FSUPD) will serve as the initial point of contact for reporting emergency situations on campus. Emergencies such as disease outbreaks and utility outages could potentially be reported in other manners.

In the event of an emergency situation that poses an immediate and/or ongoing threat to the safety and/or welfare of the campus community, there should be minimal delay in disseminating a university-wide safety alert once the situation has been verified.

Release of Information: General Guidelines

Appropriate information to release to internal and external audiences includes:

- Verified facts
- Campus response(s) to those affected
- Provision(s) made by the University to those affected (e.g., counseling services, housing, etc.)
- Timely updates with verified facts

Information that CANNOT be released

- Speculative information
- Unverified facts
- “No comment”
- Information that violates FERPA
- Blame on any individual, agency, or piece of equipment

FSU Emergency Alert (RAVE)

FSU Emergency Alert (RAVE) is an emergency notification system designed to notify the campus population of an event that entail life-threatening concerns. It utilized multiple modes of communication, including cell phone (text and voice), land-line phones, and emails. In order to receive the FSU Emergency Alert via one’s cell phone or land line phone, campus personnel must register their contact information through the Fitchburg State Alert.

In the event of an emergency, The University Police Department will notify the campus community via the FSU Emergency Alert advising them of the emergency and any instructions on actions to be taken. Alerts will also contain information that directs personnel to the FSU Home Page for additional information and updates.

Emergency Radios

In the event of a failure of normal communication modes, the campus portable radio infrastructure will be utilized. Radios on this system will allow point to point communications.

Deactivation of Emergency Operations

Once the Incident Commander concludes that the immediate threat of danger posed by the emergency is over, he/she will begin the transition from Incident Commander to University governed operations. If the Incident Commander is other than FSUPD, FSUPD will work with the Incident Commander to ensure a clear understanding of the current state of affairs. If FSUPD is acting as the Incident Commander, FSUPD will work with the EMT and the Policy Group to assume post-emergency operations and initiate business recovery and business resumption operations as warranted. In either scenario, the Policy Group and the EMT will develop a plan of action to achieve/resume to normal
university operations as soon as feasible. The Policy Group Liaison will lead the transition effort with the support of the EMT Coordinator and FSUPD.

ANNEX and INCIDENT SPECIFIC DOCUMENTS

Annex plans and Incident Specific Documents are part of the comprehensive emergency management strategy at Fitchburg State University and incorporated into the overall Emergency Management Plan. Annexes have been organized topically and are essentially a composite summary of documented actions required to mitigate and recover from an emergency. Within Annex documents, corresponding department Emergency Support Action Plan are assigned. Annex documents are developed and maintained separate from the Emergency Management Plan, yet are integral components to the university emergency response efforts.

The Incident Specific action plans are focused on specific responses to a particular type of emergency (e.g. Bomb Threat, Winter Weather). Others are not linked to any single emergency type, but may be activated as a necessary response action (e.g. Evacuation, Temporary Housing) based on needs resulting from a variety of different types of campus crisis situations.

Departmental Emergency Support Plans are developed and maintained by designated university departments and documented functions that the Department may be called upon to perform in support of an emergency response effort on campus. Capital Planning and Management will serve as the Administrator of these plans and will work with departmental plan developers in completing them. Plans will be maintained by the developing department with a copy maintained at the FSUPD Emergency Operations Center.

ANNEX AND INCIDENT SPECIFIC DOCUMENTS ARE NOT MADE AVAILABLE TO THE PUBLIC