Boston College
Comprehensive Emergency Management Plan (CEMP)

January 2018

Boston College Comprehensive Emergency Management Plan

Record of Changes

The Comprehensive Emergency Management Plan goes through continuous, ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan.

Date	Description	Page	Author
9/07/2007	Base Draft	All	PJ,GII, MC
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1/2018	Updates to Base Draft and Addendum	23, A5 - A6	EMET

An Emergency Preparedness Message from Boston College

Dear Members of the Boston College Community:

Boston College is committed to developing and administering a comprehensive emergency management program to encompass the University community. The Emergency Management Executive Team has prepared this Comprehensive Emergency Management Plan to ensure the most effective response for the protection of Boston College students, faculty, staff, and visitors in an emergency situation. The plan establishes policies, procedures and an organizational structure for response to a major emergency or disaster on the Boston College campus in accordance with guidelines provided by the National Incident Management System (NIMS), Incident Command System (ICS) and industry best practices.

While no plan can prevent damage and destruction during an emergency, the Comprehensive Emergency Management Plan will incorporate and coordinate all the resources, facilities, and personnel of Boston College into an efficient organization capable of responding to any emergency.

All personnel assigned specific emergency responsibilities should have a working knowledge of functions and actions described in this plan and respective departmental emergency plans and procedures. Emergency action checklists found within the document provide direction for key functions to be performed. The plan serves as a guide to the University during emergencies and outlines coordination of all phases of emergency operations in order to minimize the impacts of emergencies and natural disasters.

We encourage all Boston College faculty, staff and students to continue their on-going efforts in emergency preparedness to enhance the University's capability to respond to and recover from emergency situations.

Sincerely,

Michael J. Lochhead
Executive Vice President

John P. Tommaney
Director, Emergency Management

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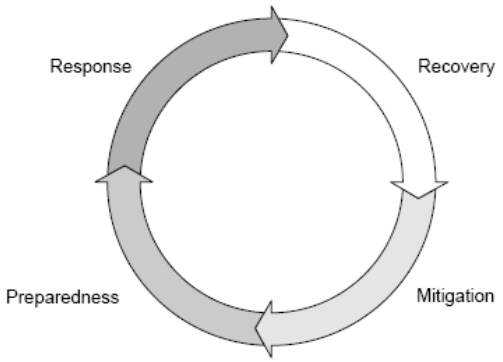
EXECUTIVE SUMMARY

An emergency can occur at any time, suddenly and without warning. Proper planning is essential to minimize the impact of any emergency on university people, operations and facilities.

The Comprehensive Emergency Management Plan is designed to provide Boston College with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response to significant events affecting the campus or its population. It is based on integrating Boston College emergency response resources with those of other government emergency response agencies. The Comprehensive Emergency Management Plan does not replace existing emergency procedures but supplements them by defining the relationships between those and other procedures and organizations to build a unified command structure.



Preparedness

Preparedness is a continuous process. Preparedness involves efforts at all levels to identify threats, determine vulnerabilities, educate and train the community and identify required resources. Preparedness is operationally focused on establishing guidelines, plans, procedures, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Response

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; and continuing investigations into the nature and source of the threat.

Recovery

The development, coordination, and execution of service- and site-restoration plans; the reconstitution of operations and services; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Mitigation

The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate the University community on measures they can take to reduce loss and injury.

BOSTON COLLEGE OVERVIEW

Boston College has approximately 15,000 students, of which roughly 7,000 are resident on campus and hundreds are from countries all over the world. Additionally, Boston College has approximately 3,500 faculty and staff, and the campus population can be as much as 45,000 people during events such as home football games.

Special populations consist of the following:

- Children's Center that is a preschool program with extended day in the afternoon for 42 children ages 2 years 9 months to 5 years.
- Campus School which serves learners aged 3 to 21 with multiple disabilities, including complex health care needs for 45 children.
- Jesuit Community located at St. Mary's Hall.
- St. John's Seminary located on the Brighton campus.

Boston College has its own Police Force, Public Works (the Facilities Dept.), eight libraries, numerous housing locations, modern research facilities, a large athletic stadium and a children's center. A central heating plant provides service for over 20 buildings. Dining Services is responsible for feeding this population on a daily basis and during special events. Water, sewage and power services are provided from metropolitan public utilities, and Fire Services are provided from two adjacent cities, Boston and Newton.

Boston College follows the National Incident Management System (NIMS) and the Incident Command System (ICS) for managing response to emergency and disaster events. The Comprehensive Emergency Management Plan (CEMP) is intended to be fully NIMS compliant. For more information on NIMS and ICS, please see page 18.

WHAT YOU SHOULD DO IN AN EMERGENCY AND HOW TO PREPARE

Boston College has developed this Emergency Management Plan to prepare us to respond to and recover from a range of emergency situations. Creating a culture of preparedness is a team effort. It requires staff, faculty and most importantly students; working together to create a safe and secure community. Implementing the steps outlined below will help to ensure you and Boston College are prepared.

The first step in being prepared for an emergency is to learn about what type of hazards can occur in our area and what actions we need to take to be ready for when they occur. This includes learning about the hazards, understanding how you would be notified of and updated about an emergency, what to do and where to go if an emergency occurs and what preparedness actions you should take now, such as developing a personal and family emergency plan and having an emergency supply kit. More details on these items can be found on the Boston College Emergency website at www.bc.edu/emergency and in the new In Case of Crisis app for mobile devices. Members of the BC community are encouraged to download the app to their smartphones and tablets so they have access to important individual preparedness and response actions wherever they are. Instructions for how to download the app can be found at www.bc.edu/emergency/how-to-prepare/Incaseofcrisispreparednessapp.html.

Emergency Notification and Information

Boston College uses several different methods of notification to alert students, faculty, staff and others of an emergency. It is important that you become familiar with these notification tools and ensure your contact information is kept current and up to date. These include:

- Emails to bc.edu accounts

- Text alerts to cell-phones (be sure to logon to the BC Portal now and update your contact info – (https://portal.bc.edu)
- Phone calls to certain campus phones
- Alertus computer popups
- Posting information to the BC Emergency Website (www.bc.edu/emergency), BC Emergency Facebook Page (www.facebook.com/bcemergency), BC Emergency Twitter feed (www.twitter.com/bc_oem), BC Info Website (www.bc.edu/bcinfo) and main BC Website (www.bc.edu)
- Information on the 888-BOS-COLL (888-267-2655) Emergency Information Line
- Other methods (media, social media, handouts, etc.)

In case of an emergency, these systems will provide information about the nature of the emergency, what to do and where to get additional details. Emergency updates and further information will be provided by postings to the listed websites, emails to the Boston College community and other methods as needed. Multiple systems of delivering emergency notifications and updates are used to increase the likelihood of at least one reaching the intended audience and of reaching the whole community, including those with hearing or visual impairments. Also, be sure to develop an Emergency Communications Plan with family and friends to keep them informed of your status during an emergency. Please do not call 911 or the Boston College Police Department unless you truly need an emergency response (Police, Fire, Ambulance).

Where to Go

When an emergency occurs there are typically two immediate strategies that are used to protect people. One is called Shelter in Place and the other is Evacuation. Shelter in Place means to go and stay indoors when a situation occurs that may be a hazard to health or is life-threatening. Generally you are instructed to go indoors, lock doors/windows, shut off fans and air conditioners and stay away from doors and windows. Remain in place until told it is safe to leave. Evacuation means to immediately leave a hazard location (ie: building, area of campus, etc.) due to an immediate health or life-threatening hazard.

Most emergencies that require an evacuation or shelter in place strategy are generally short in duration. If an emergency is going to continue for an extended period of time; arrangements will be made to move or provide support to people sheltering in place. In an extended evacuation situation, people will be directed to other buildings/areas on campus for support (information, food, shelter, medical attention, etc). Generally these sites are locations such as dining halls, libraries and other larger assembly areas on campus. Specific details will be provided at the time of the emergency by University Administration and staff.

People Requiring Additional / Special Assistance

People who have various hearing, visual, mobility and other disabilities may require special or additional assistance during an emergency. These individuals are encouraged to become very familiar with emergency plans for where they live, work and/or attend various educational or other programs. It is also recommended that these individuals should develop personalized emergency plans and emergency supply kits to meet their needs. Roommates, classmates, co-workers, friends and colleagues should note others around them that may require assistance. In an emergency, report the condition and location of any persons unable to leave the building or area to emergency personnel.

Students with physical disabilities living in residence halls who may require special assistance to respond to emergency situations can contact their Resident Director, Resident Assistant or the Boston College Disability Services Office for steps to follow should their building need to be evacuated.

Students should understand that they will have some personal responsibility for implementing their plan, and discussion with the Disability Service Office is designed to ensure that students understand their own responsibilities

in the event of an emergency. Students who live off-campus must develop and practice their own evacuation plans as part of a comprehensive fire safety plan. The Disability Service Office can assist with home and fire safety advice.

Faculty and staff members with disabilities should notify their supervisor and Human Resources' Office of Institutional Diversity immediately upon beginning work at Boston College or transferring to a new location. They should work with their supervisor to ensure there is a common understanding of emergency procedures and their specific needs.

The following are steps people requiring additional or special assistance should follow in an evacuation:

- Leave the building or area if possible;
- Do not use an elevator during an evacuation;
- If you cannot evacuate on your own, proceed to the nearest stairwell and wait for an officer or someone to help you get out of the building (Emergency personnel are instructed to check all exit corridors and stairwells first for any stranded persons);
- Alert your professor, co-worker, classmate or friend who can tell others that you are going to the stairwell to await assistance;
- If possible, ask another person if they are willing to accompany you to the stairwell and to ensure that an officer is aware of your exact location;
- Call the BC Police at 617-552-4444 and tell the dispatcher your exact location and what assistance you will need to get out of the building;
- Stay calm until help arrives. If help has not arrived within 5-10 minutes, call the BC Police again;
- Report the condition and location of any other persons unable to leave the building or area or who need assistance to emergency personnel.

EMERGENCY MANAGEMENT PROGRAM CHARTER

1. **Mission Statement:** To prepare for, respond to, recover from and mitigate against emergencies on campus with the assistance of partners, both internal and external, through the development, testing and exercising of all hazards plans, policies and procedures with the goal of becoming a disaster resilient university.

   Vision Statement: To foster a culture of preparedness at Boston College, and to implement strategies and execute planning in case of emergencies in order to properly mitigate effects and be resilient to disasters or other disturbances to the University and the surrounding communities.

2. **Purpose:** This charter establishes the **Emergency Management Executive Team (EMET),** the **Departmental Business Continuity Planners (DBCP),** and key aspects of the program.

3. **Objective:** The objective is to prepare and maintain an enterprise emergency response and business continuity program that serves to identify potential losses and maintain effective response and recovery strategies by training its personnel, and testing and maintaining business resumption plans. The plan should provide for life safety, minimize property damage and ensure that key business processes and information systems are available or recoverable within a predetermined, consensus-driven time frame. The objective will be achieved as part of a team effort, through open communications and coordination among all participants.

4. **Emergency Phases**

   A. **Response** is focused on life safety and loss reduction. The goal is to minimize the effect of a problem through fast, focused response of well-trained and adequately equipped people and to communicate effectively with the extended BC community, public responders, the media and local communities. Emergency Response is carried out under the direction of the Incident Commander, Command Staff and General Staff. Emergency Response is structured under NIMS/ICS. During an emergency, **Standard Operating Procedures,** which have been developed by various organizations, such as EH&S, BC Police, and others to deal with emergency situations on campus, provide specific details for responses to situations that can be anticipated and responses planned for.

   B. **Business Continuity** begins shortly after the emergency has begun. After an assessment of damage or impact of the problem has been completed, efforts are made towards relocating and/or restoring normal operations as quickly as possible, based on operational, financial, and other parameters. Business continuity is carried out at the departmental, functional, or building level as appropriate. The DBCPs, relying on their Business Continuity Plan, work with the Incident Commander to provide organizational structure, logistical support and overall coordination during the response and recovery phases. Business Continuity is also structured under NIMS/ICS.

5. **Organization:** The Comprehensive Emergency Management Plan is the top-level operational document for Boston College's Emergency Response and Business Continuity efforts. The Comprehensive Emergency Management Plan addresses the actions to be taken to support life safety, protection of property and the environment, and restoration of normal operations.

   A. The **Director, Emergency Management** is responsible for the day to day direction of the Emergency Management Program and the Office of Emergency Management, as well as identifying resources and key contacts throughout the organization that may be needed in an emergency. The Director may be the Incident Commander for large scale University emergencies or the Incident Commander could come from other departments and units of the University such as Police or Facilities Management.

   B. **Senior Administration** provides executive leadership, support, expertise and guidance to the Emergency Management Executive Team and impacted departments during an emergency. This group is the ultimate authority over significant decisions that must be made during a crisis,

communicates with the Board of Trustees, key University stakeholders and the BC Community, and establishes the University's strategic plan for recovery priorities.

C. The **Emergency Management Executive Team (EMET)** provides executive leadership and oversight on all high level emergency management and business continuity decisions for Boston College. During an event, the EMET provides tactical management of the response and recovery through the Incident Commander and supporting ICS structure.

D. The **Incident Commander** has the overall responsibility for the management of all emergency activities, including development, implementation, and review of strategic decisions, as well as the post event assessment. Command Staff and General Staff report directly to the Incident Commander. These positions are established to assign responsibility for key activities. The Incident Commander and Command Staff operate out of one or more Emergency Operations Centers (EOC).

E. **Departmental Business Continuity Planners (DBCP)** are responsible for developing, maintaining, and testing continuity plans for each department, function or building as appropriate and implementing those plans as needed, in response to emergency situations.

F. The **Emergency Operations Center (EOC)** is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The EOC will be activated during any situation that requires the immediate coordination of multiple University departments and auxiliaries. When the EOC is activated, it serves as the location where the Incident Commander, Command Staff, and General Staff gather, check-in, and assume their emergency response roles.

6. **Meetings:** The Executive Management Executive Team (EMET) will meet every other month, or as needed. The Director, Emergency Management will determine meeting dates and coordinate the scheduling of meetings with team members and other attendees. Every attempt will be made to accommodate individual schedules. If schedule conflicts cannot be avoided, it is the responsibility of the primary team member to provide an alternate for a particular meeting.

    1) Before each team meeting, a proposed agenda will be provided via e-mail. Any member or prospective attendee may provide agenda topics or recommended additions/deletions. The final agenda will be published a minimum of two days prior to the meeting.

    2) Minutes will be distributed to all project team members and attendees via e-mail.

    3) The Director, Emergency Management will approve action items and assign them to responsible members and will also track the completion of the action items. Action items can only be closed by mutual consensus when presented to the team members.

7. **Plan Development and Maintenance:** The Boston College Comprehensive Emergency Management Plan and all of the supporting plans and procedures are "living documents" that will change according to situations and circumstances at the University. The Comprehensive Emergency Management Plan needs to be maintained, kept up-to-date and tested in order to continue to be effective. All Plans are maintained in an online depository that is accessible by the EMET and key executives. The Director, Emergency Management has primary responsibility for maintaining the plan. Resources and effort from all organizations on campus also contribute to the on-going maintenance of the plan. To facilitate the development of plans, policies, and procedures, smaller subcommittees may be formed as needed to conduct additional research and focus on developing a final product.

8. **Plan Review, Testing, and Exercises:** To maintain a current and functional plan, a formal review of the Comprehensive Emergency Management Plan by the Emergency Management Executive Team will occur annually. In addition, the Plan will be activated at least once a year in the form of a simulated emergency exercise to provide practical experience to those having EOC responsibilities. The Plan will be updated, as necessary, based upon deficiencies identified by the drills and exercises, changes in organizational

structure, facilities, technological changes, etc. Approved changes will be incorporated into the Plan and forwarded to all departments and individuals identified as having possession of the Plan. Real world events can be used in lieu of conducting an exercise or testing.

9. **Training:** The Director, Emergency Management, Command Staff and General Staff personnel should take NIMS/ICS training provided by DHS/FEMA. At a minimum this should include the IS 700 course. Taking IS 100.HE, 200 and 800 is also recommended. The Director, Emergency Management will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the Plan and function in the Incident Command System. The EMET will periodically conduct a training needs assessment to evaluate what training should be conducted and who should attend that training.

10. **Conducting After Action Reviews:** The After Action Review occurs immediately after the event or exercise. The format of the After Action Review is the combination of a presentation of the events and actions taken during the exercise, and a group discussion about those events and actions. The after action evaluation serves as the basis for:
    - Evaluating if the goals of the exercise (if applicable) were achieved.
    - Evaluating training and staffing deficiencies.
    - Evaluating necessary upgrades and corrections to all plans, protocols and procedures.
    - Evaluating if additional inter-agency coordination is required for effective emergency response.
    - Planning and upgrading of future exercises.

UNIVERSITY EMERGENCY OPERATIONS

In the event of a major disaster or emergency, a large number of fatalities and injuries may result. Many people could be displaced and become incapable of providing food, clothing, and shelter for themselves and their families. The economic viability of the affected communities could be jeopardized. The structural integrity of many buildings, bridges, roadways, and facilities may be compromised. Water and utility infrastructure may be severely affected. Emergency response personnel will be hampered in the response efforts due to transportation problems, the lack of electrical power, debris, and damaged, destroyed or inaccessible local structures. Timely deployment of resources will be needed to ensure an effective and efficient response.

Many disasters occur with little or no warning, and can often escalate far more rapidly than the ability of any single response organization to cope with. Therefore, a coordinated but rapid response involving the uses of major resources is needed. The success of rapid response depends upon: (1) the deployment of multi-discipline impact-assessment teams (2) developing procedures to ensure quick and effective decision making, such as pre-deployment and the thorough training of key officials and responders on their responsibilities and emergency assignments (3) developing procedures to rapidly implement aid, and (4) implementing well planned, appropriate, and fully coordinated disaster response and recovery assistance measures.

Boston College may receive initial warning of an emergency or pending disaster from a number of sources, including 911 calls; students, staff or visitors; the National Weather Service (NWS); local, state or federal emergency officials or the media. When an emergency or disaster appears imminent, Boston College emergency personnel will notify appropriate University officials using established procedures and protocols.

When an emergency occurs or a disaster strikes, departments and units will utilize their own response capability augmented as necessary with other University resources. The Boston College Emergency Operations Center (EOC) will be activated and staffed with Emergency Management Executive Team (EMET) members and other representatives to provide support and coordinated response across the University. Effective preparedness requires ongoing public awareness and education programs so that the Boston College community will be prepared, when possible, and understand their own responsibilities should a major disaster or emergency event occurs.

A key element of an effective response is the ability to rapidly assess the impact of a disaster or emergency, and communicate this information to key personnel. These assessments provide University officials with information on the needs of the community that are essential to planning an effective response. The rapid assessment process identifies immediate human needs such as food, water, shelter, health, and medical and the extent of damage to infrastructure such as utilities, buildings, communications, and transportation in affected areas.

It also provides the geographic and programmatic impact boundaries, current status of transportation, communications, medical, and utility infrastructure; usable access points to the disaster area; casualty, sheltering, and mass care information; status of critical facilities and major resource needs. The rapid assessment identifies emergency actions necessary to preserve life and property in the affected areas. This same information is also used to create situational awareness of the disaster or emergency's impact and communicate that information to key staff to formulate response, recovery and information strategies.

LEVELS OF EMERGENCY AT BOSTON COLLEGE

There are three levels of emergency, Level I, II, and III. The higher the level of emergency, the larger the scale of the event and the more resources and coordination required to manage the event. Any given level may be bypassed if necessary to allow a response to proceed directly to a higher level.

Level of Emergency	Definition	Action
I **EOC Standby/ Closed**	Emergency incident that Standard Operating Procedures can handle. While there may be some damage and/or interruption, the conditions are localized and the Emergency Operations Center (EOC) does not need to be activated. The EOC operates in "stand-by" mode in Level I, unless upgraded to Levels II or III.	▪ Following Standard Operating Procedures, the Incident Commander and appropriate support personnel access, stabilize, and manage the situation. ▪ If a situation requires additional resources, the Incident Commander contacts the Director, Emergency Management to help monitor the situation and to provide additional guidance and support. ▪ Prepare After Action Report.
II **Partial EOC Activation**	The emergency incident is significant and/or threatens to causes serious injury or loss of life, damage and/or interruption to the campus. Coordination of resources and campus services may be needed to respond effectively. BC may be the only affected entity.	▪ The Director, Emergency Management/Incident Commander gathers necessary resources and determines whether the EOC should be partially or fully activated based on the need for additional resources or coordination of campus services. ▪ The Incident Commander communicates with the EOC Section Chiefs and determines necessary Incident Command Staff to report to the EOC. ▪ EOC monitors and supports incident, and provides information to key stakeholders. ▪ Some operations and classes may be suspended. ▪ Prepare After Action Report
III **Full EOC Activation**	The emergency situation is a disaster condition and the campus must fully activate the EOC to address an immediate emergency response. Emergency conditions are widespread and the campus must be self-sufficient for a period of up to 72 hours. The campus may request mutual assistance from Newton and/or the city of Boston.	▪ The Comprehensive Emergency Management Plan and EOC are fully activated. ▪ EOC assesses all issues across the University and in concert with Senior Administration, establishes priorities and makes resource allocation. ▪ Normal University operations may be suspended. ▪ The Incident Commander coordinates efforts with the City and/or State as needed. ▪ Prepare After Action Report.

EMERGENCY RESPONSE PRIORITIES

Priorities for all emergency response at Boston College are as follows:

Protection of Life

1. Students
2. Faculty & Staff
3. General Public

Stabilization of the event

1. Prevent the incident from expanding.
2. Bring the situation to a point of order.
3. Isolate the scene and control entry.
4. Determine course of action.

Protection of University Property and the Environment

1. Facilities necessary for shelter and care of students.
2. Research and critical University records and collections.
3. Facilities used for education and operational purposes.
4. Ensure, to the extent practical, that emergency response efforts do not adversely impact the environment.

Restoration of critical services, education and research programs

1. Services critical to the well-being of students.
2. Services critical to the integrity of research projects.
3. Services critical to educational services.
4. Services critical to facilities.

(other than those required to re-establish a basic operating environment, such as power, water, communications, etc., which have the highest priority for restoration)

Potential Hazards

Boston College has performed Threat/Hazard Probability and Severity Assessments. In general, hazards that can occur in our area include:

▪ Hurricane/Coastal Storm	▪ Earthquake
▪ Ice Storm/Blizzard	▪ Epidemic/Biological Threat
▪ Tornado/Severe Weather	▪ Extreme Temperatures
▪ Flooding	▪ Fire/Explosion
▪ Hazardous Materials Accident	▪ Transportation Accident
▪ Structural Failure	▪ Utilities Disruption
▪ Cyber Attack	▪ Telecommunications/IT Disruption
▪ Riot/Civil Disturbance	▪ Bombing/Bomb Threat
▪ Criminal/Violent Behavior/Active Shooter	▪ Special Events Threat

EMERGENCY WORKFORCE

Emergency Workforce personnel are defined in each Business Continuity Plan. Generally this includes but is not limited to Senior Administrators, Emergency Management Executive Team Members, Departmental Continuity Team Members, Police, Health Services, Dining, Facilities, Student Affairs, Residential Life, Environmental Health & Safety and Information Technology Services.

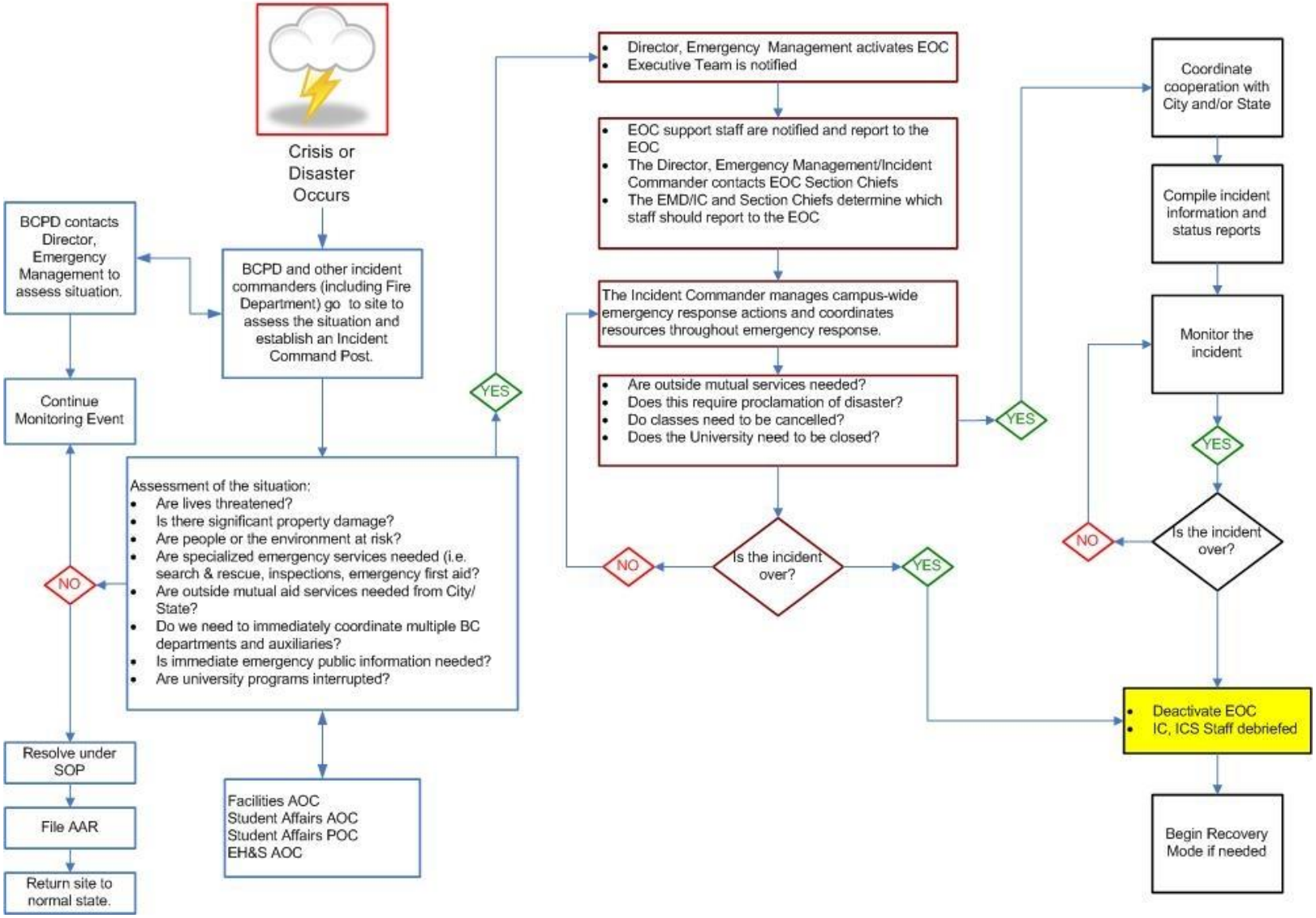
Each department is responsible for reviewing who is considered emergency workforce personnel and what responsibilities that includes with their staff.

Additional personnel, such as BC EMS members, Campus Community Emergency Response Team (C-CERT), student nurses and other volunteers, may also be called upon during an emergency.

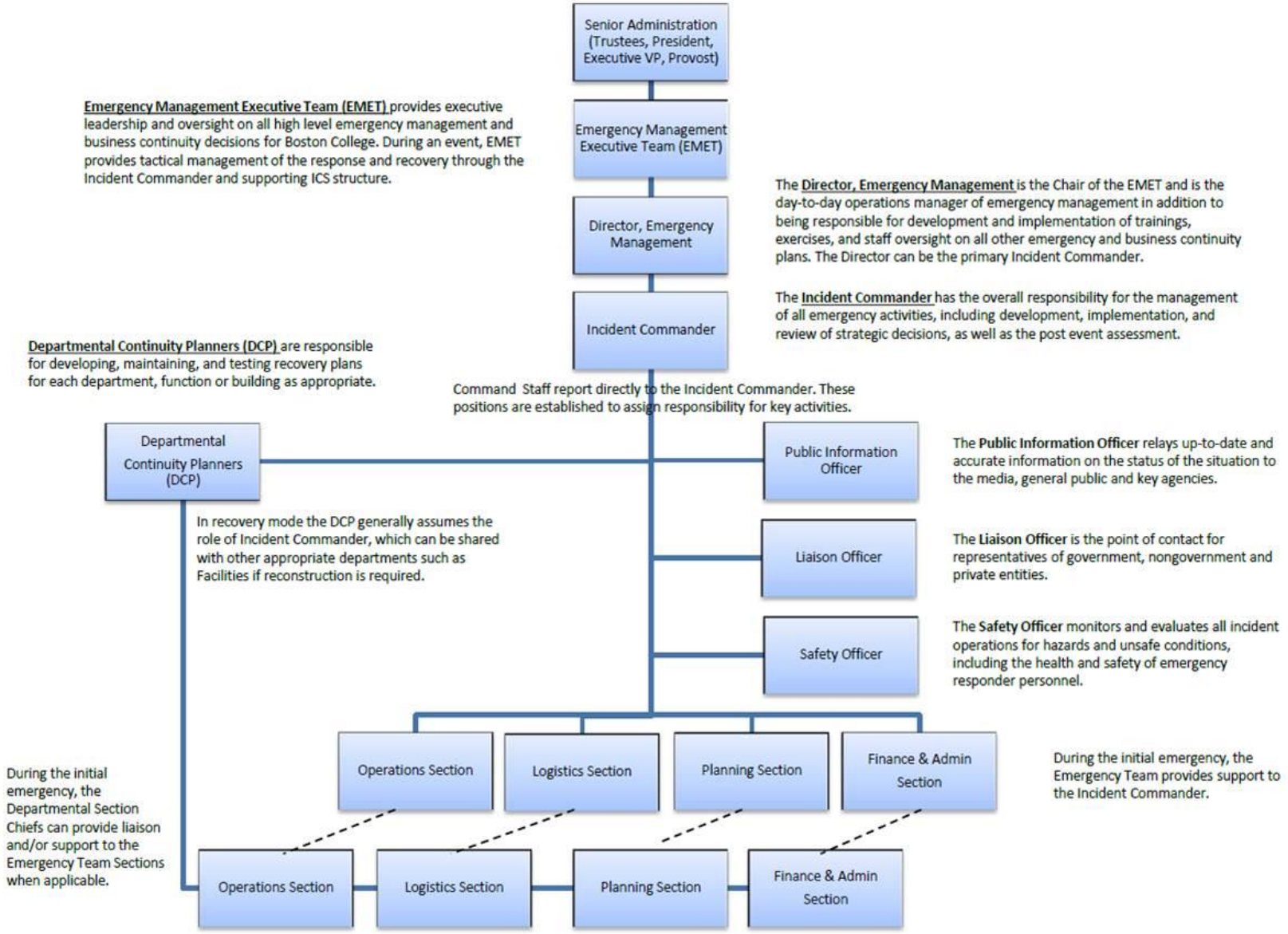
CRITICAL FACILITIES, INFRASTRUCTURE & FUNCTIONS

Critical facilities, infrastructure and functions are those items necessary to support the Boston College community. Key infrastructures include utilities such as power, heat, cooling, water, sanitation and fuel; and other necessary human support items such as residence halls, dining facilities, health services, parking and transportation. Other key functions include items such as information technology (computers, phones, radios, etc), mail service, building and grounds maintenance and public safety functions such as law enforcement and emergency coordination. Important University functions such as research, athletics and special populations are also identified.

BOSTON COLLEGE EMERGENCY RESPONSE CHART



BOSTON COLLEGE EMERGENCY MANAGEMENT OVERSIGHT STRUCTURE



NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) and the INCIDENT COMMAND SYSTEM (ICS)

The Boston College Comprehensive Emergency Management Plan follows the requirements set forth by the National Incident Management System (NIMS). NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, recover from, and mitigate against domestic incidents regardless of cause, size or complexity. Using the NIMS incident management system structure at Boston College enables the University to facilitate communications and coordinate response actions with other jurisdictions and emergency response agencies.

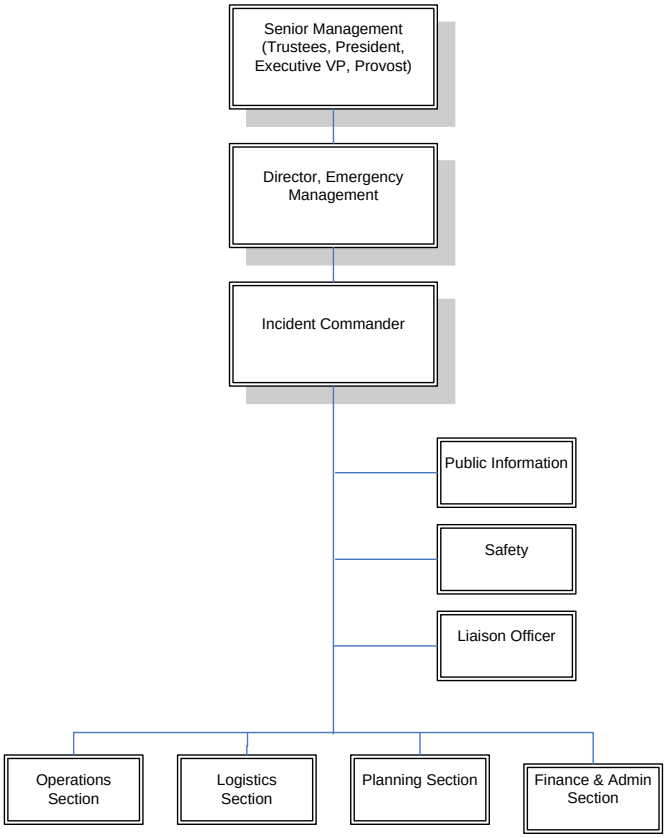
The Boston College Comprehensive Emergency Management Plan also follows the Incident Command System (ICS), which is the emergency management structure used by NIMS for emergency response. The Incident Command System (ICS) is designed to be used for all types of emergencies and is applicable to small day-to-day emergency situations as well as large and complex disaster incidents. ICS provides a system for managing emergency operations involving a single agency within a single jurisdiction; multiple agencies within a single jurisdiction; and multiple agencies from multiple jurisdictions.

The organizational structure of the ICS may not resemble the day-to-day organization of the University. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the incident increases, employee assignments may change in the ICS organizational structure. This means that an employee's position in the ICS structure may change during the course of a single incident. Using ICS at BC allows for improved coordination among individual departments and agencies as they respond to an incident.

The Boston College Emergency Response Team

In the event of an emergency on campus, one or more BC organizations will be responding, forming an Emergency Response team focused on the incident. The BC Police are generally the first to respond to a major incident or one involving life safety. Facilities Services may be the first to respond to problems in the infrastructure supporting BC. Residential Life may respond in the event the incident involves residences on or off campus. Health Services may respond if the incident is health related. Which organization responds initially would depend in part on who gets the activating alarm and is first to arrive at the scene. The BC Police will respond to all incidents and set up the initial Incident Command post.

In addition, if the incident triggers fire alarms, responders may include Boston or Newton Fire Departments, or both. In a major, area-wide incident other city, state or federal organizations may also be involved in the initial response. All of these organizations operate under ICS, facilitating cooperation, orderly communication and response.



Incident Commander

The Incident Commander (IC) manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.

- The Incident Commander is the authority for all emergency response efforts and supervisor to the Public Information Officer, Safety Officer, Liaison Officer, Operations Chief, Logistics Chief, Planning Chief, and Finance & Administration Chief.
- The Incident Commander may serve as any or all of the positions in the Command and General Staff depending on the complexity of the event.
- The Incident Commander communicates closely with the Emergency Management Executive Team.

Command Staff

Command Staff report directly to the Incident Commander. These positions are established to assign responsibility for key activities not specifically identified in the General Staff elements. Positions include the Public Information Officer and the Safety Officer.

- **Public Information Officer**
  The Public Information Officer develops and implements an information strategy for faculty, staff, students, visitors and the media. This position is always activated in a Level II or III emergency.

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

- **Liaison Officer**
  The Liaison Officer is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

- **Additional Command Staff**
  Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the IC. For example, General Counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the IC in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

General Staff

The General Staff is comprised of four sections: (1) Operations, (2) Logistics, (3) Planning, and (4) Finance & Administration. Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response. Section Chiefs report directly to the Incident Commander.

- **Operations Section**
  The Operations Section is responsible for managing tactical operations at the incident site directed toward containing the immediate hazard, saving lives and property, establishing situation control, and restoring normal conditions.

- **Logistics Section**
  The Logistics Section is responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.

- **Planning Section**
  The Planning Section is responsible for collecting, evaluating, and disseminating situational information pertaining to the incident. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares and documents Incident Action Plans (IAP) and incident maps and gathers and disseminates information and intelligence critical to the incident.

- **Finance & Administration Section**
  The Finance & Administration Section is responsible for purchasing, and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation. This Section also collects, evaluates, and disseminates incident situation information and intelligence to the IC or UC and incident management personnel, prepares status reports, displays situation information, maintains status of resources assigned to the incident.

Incident Action Plan

An Incident Action Plan (IAP) is a written or verbal strategy for responding to the incident developed by the Incident Commander and Section Chiefs. A written IAP is not required for smaller incidents. In those cases, the Incident Commander can verbally communicate response strategy to the Boston College Incident Command System. In larger emergency situations a written IAP will be more effective. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- A HazMat incident is involved (required).
- Long Duration Events
- Planned Events

CAMPUS RECOVERY

Some situations may cause the campus to cease in some or all University operations. In situations when University operations have been shut down, the first step to recovery is to ensure that the campus is safe and secure. The second step will be to restore critical infrastructures and campus facilities/grounds to a level to support critical functions. The third step will be for the Emergency Management Executive Team to determine if and how to return to normal campus operations.

Business Continuity

Business continuity begins shortly after the emergency has begun. After an assessment of damage or impact of the problem has been completed, efforts are made towards restoring normal operations as quickly as possible, based on operational, financial, and other parameters. Business continuity is carried out at University, the departmental, functional, or building level as appropriate.

The Departmental Business Continuity Planners, relying on their Business Continuity Plan, work with the Incident Commander to provide organizational structure, logistical support and overall coordination during the response and recovery phases. Business Continuity is structured under NIMS/ICS. In recovery mode the Departmental Continuity Planner could assume the role of Incident Commander, which can be shared with other appropriate departments such as Facilities if reconstruction is required. During the initial emergency response, the Departmental Business Continuity Section Chiefs can provide liaison and/or support to the Emergency Team Sections when applicable.

Business Continuity Plans are developed for each business unit (academic, administrative and research) within the University. Under the overall direction of the Director, Emergency Management, each Departmental Continuity Planner has the authority and the experience necessary to address all related operational and support issues critical to the successful execution of the BCP. Each representative is expected to take an active role in the BCP project process. The Departmental Business Continuity Planners receive strategic oversight and strategic direction from the Emergency Management Executive Team, and are empowered and authorized to make commitments for their respective organization or functional area.

APPENDIX A

SENIOR ADMINISTRATION

The Senior Administration of the University is comprised of the President, Executive Vice President, Provost, Vice Presidents, Vice Provosts and Deans. This group provides executive leadership, support, expertise and guidance to the Emergency Management Executive Team and impacted departments during an emergency.

Response:

- Provides the overall strategies for the University
- Provides leadership and motivation
- Establishes and ensures focus on top priorities
- Ensures adequate staff and resources are available to meets the needs of the Incident Commander and the Emergency Management Executive Team
- Declares University Emergency and/or orders suspension/alteration of University and academic operations
- Approves and issues official emergency policy statements, orders and notices to support and manage the University's emergency response

Communication and Coordination with:

- University constituents and stakeholders
- Board of Trustees
- Emergency Management Executive Team
- Deans and Directors of Divisions, Departments and Schools
- Boston College Community

Financial:

- Authorizes large expenditures, atypical purchasing activity, contingency contracts and funding of emergency projects exceeding current funding levels

Policy Level Decisions:

- Ultimate authority over any significant decisions that must be made during a crisis to avert or mitigate undesired consequences as soon as possible
- Approves waiving standard policies to facilitate response and recovery

Release of Information:

- Ultimate authority over public information releases

Recovery:

- Establishes University's strategic plan and recovery priorities
- Provides direction and vision for program recovery and post-event restoration

APPENDIX B

EMERGENCY MANAGEMENT EXECUTIVE TEAM (EMET)

This team provides executive leadership and oversight on all high-level emergency management decisions for the campus. Emergency Response is carried out by the appropriate Emergency Response Team, under the direction of EMET, which operates out of the Emergency Operations Center (EOC).

Response:
- Recommends and/or initiates actions to protect the University.

Communication and Coordination with:
- Senior Administration
- Command Staff & General Staff
- Business Continuity Teams and Building Safety Contacts

Financial:
- Participates in fiscal administration.

Policy Level Decisions:
- Guides Incident Commander on policy level decisions.
- Informed of any significant decisions that must be made during a crisis to avert or mitigate undesired consequences as soon as possible.

Release of Information:
- Reviews critical press and other releases prior to release of information.

Recovery:
- Advises strategic policy & direction for recovery and resumption of normal operations.
- Downgrades status to business as usual.

Membership:

▪ Director, Emergency Management	▪ Associate Vice President, Facilities Services
▪ Emergency Management Planner	▪ Director, Internal Audit
▪ Executive Vice President	▪ Director, Network Services, Information Technology Services
▪ Executive Director Public Safety/Police Chief	▪ Associate Director, Information Technology Services Recovery
▪ Vice President and Executive Assistant to the President	▪ Associate Vice President, Office of University Communications
▪ Executive Director, Auxiliary Services	▪ Associate Athletic Director, Facilities and Operations
▪ Associate Vice Provost, Finance & Administration	▪ Director, Environmental Health & Safety
▪ Associate Vice President of Student Affairs, Residential Life	▪ Associate Vice President Student Affairs, Dean of Students
▪ University Risk Manager	▪ Associate Controller
▪ Executive Director, Research Administration	▪ Associate Director, Campus Ministry
▪ Associate Director, Restaurant Operations, Dining Services	▪ Senior Associate Dean, Student Affairs/Director Graduate Student, Office of Student Life

APPENDIX C

INCIDENT COMMANDER

The Director, Emergency Management may be the Incident Commander for large scale University emergencies or the Incident Commander could come from other departments and units of the University such as Police or Facilities Management. The Incident Commander manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.

General Responsibilities:

- Responsible for the management of all emergency response activities, including:
  - Development & Implementation
  - Review of strategic decisions
  - Post event assessment

Response:

- Establishes the level of organization needed.
- Orders demobilization of the incident when appropriate.
- Deactivates response as conditions return to normal.
- Ensures incident After Action Reports (AAR) are completed.
- Obtains a briefing from the prior IC and assesses the situation.

Authorization & Approval:

- Authorized to act on behalf of the Emergency Management Executive Team to implement response operations that are in the best interest of the University and in accordance with the goals of emergency response and recovery.
- Approves and implements the Incident Action Plan.
- Authorizes the release of information to the BC Public Information Officer for release to the news media.
- Approves requests for additional resources, use of volunteers and auxiliary personnel.

Coordination & Collaboration:

- Coordinates and communicates with members of the EOC, the Emergency Management Executive Team, Senior Administration, and the field units.
- Keeps the Command Staff and the General Staff informed and up-to-date on all-important matters pertaining to the incident.

Recovery:

- Facilitates the transition from the Response phase of the disaster into the Recovery phase of the disaster.
- Ensures incident After Action Reports are completed.

APPENDIX D

DEPARTMENTAL BUSINESS CONTINUITY PLANNERS (DBCP)

Departmental Business Continuity Planners (DBCP) are responsible for developing, maintaining, and testing recovery plans for each department, function, or building as appropriate. During an emergency situation, the DBCPs operate under the overall direction of the Director, Emergency Management, each Departmental Continuity Planner has the authority and the experience necessary to address all related operational and support issues critical to the successful execution of the BCP. For more information on Business Continuity, visit www.bc.edu/emergency/businesscontinuity/.

Response:

- May be actively involved in emergency response tactical operations.

Communication and Coordination with:

- Director, Emergency Management
- Section Chiefs

Policy Level Decisions:

- Empowered and authorized to make commitments for their respective organization or functional area.

Recovery:

- Advises strategic policy & direction for recovery and resumption of normal operations.
- Implements Business Continuity plan.

Membership:

Academic Advising Center	Admissions	Animal Care Facility
Athletics	Auxiliary & Contracted Services	Budget
Campus School	Carroll School of Management	Child Care Center
Center for Centers	Center for Work and Family	College of Arts and Sciences (multiple departments)
Connell School of Nursing	Connors Family Retreat Center	Controller's Office
Dining Services	Eagle-One Office	Emergency Management
Enrollment Management	Environmental, Health and Safety	Executive Vice President's Office
Facilities Management Vice President's Office	Facilities Services	Faculty Microcomputer Resource Center
Financial Systems	Financial Vice President's Office	First Year Experience
Health Services	Human Resources	Information Technology Services (multiple departments)
Institute for Scientific Research	Institute on Aging	Institutional Research, Planning and Assessment
Instructional Design & eTeaching Services	Internal Audit	Irish Programs
Law School (multiple departments)	Learning Resources for Student Athletes	Learning to Learn
Lynch School of Education	Mission and Ministry	McMullen Museum of Art
Nanofabrication Facility Clean Room	Office for Sponsored Programs	Office of AHANA Student Programs
Office of International Programs	Office of International Students and Scholars	Parking and Transportation
Police Department	President's Office (multiple departments)	Presidential Scholars Program
Procurement	Provosts Office	Research Integrity and Compliance
Residential Life	Risk Management	School of Social Work
School of Theology and Ministry	Student Affairs Vice President's Office	Student Services
Technology Transfer and Licensing	Treasurer	University Advancement
University Libraries	Vice Provost for Research	Woods College of Advancing Studies

APPENDIX E

EMERGENCY OPERATIONS CENTER

Function
Emergency situations that require extensive coordination of resources, manpower, and information sharing will be managed in part or in full from an Emergency Operations Center (EOC). The Emergency Operations Center is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The EOC will operate on a 24 hour, 7-day basis during extended events with rotating shifts until the emergency is over. The Incident Commander determines whether the event no longer needs to be managed from the EOC. Normal shift rotation is 12 hours on, 12 hours off. The EOC will be activated during any situation that requires the immediate coordination of multiple University departments and auxiliaries. In the event of a Level II or III emergency when the EOC is activated, the EOC serves as the location where the Incident Commander, Command, and General Staff gather, check-in, and assume their emergency response roles.

Equipment
The primary EOC is equipped with, at a minimum, telephones, television with basic cable, laptop computers, internet connections (both hard-wired and wireless), radios, display systems, maps, supplies, support areas (kitchen, sleeping areas, showers), overflow workspace and emergency power.

Communications
The EOC uses dispatch radios, telephones, and emails as the primary communication device between the EOC and responders. Key emergency staff dispatched to the field are given radios to receive and report information to and from the EOC. A university-wide phone messaging system and mass distribution emails are used to contact response staff in buildings. In the event that all radio, telephone, and email systems become unavailable, runners may be used to communicate information from the EOC to responders and the Emergency Management Executive Team. Runners are designated by the EOC Coordinator. Backup capabilities for communications include TV receivers, weather alert radio, cable internet access and two way radios.

EOC Utilization Plan and Implementing Procedures
The Emergency Operations Center (EOC) Utilization Plan and associated Implementing Procedures (under separate cover), incorporate the necessary activities and procedures within the EOC to support and sustain emergency operations. These documents provide an overview of the capabilities, set-up and procedures of the EOC and assigned personnel. They are intended to assist EOC assigned staff in implementing tactics to achieve the objectives set out by the University in order to respond to an emergency affecting Boston College. Personnel assignments are primarily for use during emergency situations. However, each assigned individual is required to become completely familiar with assigned or designated duties.

Deactivation
The Incident Commander determines when an emergency is no longer a threat to the University or to people and is authorized to deactivate the EOC.

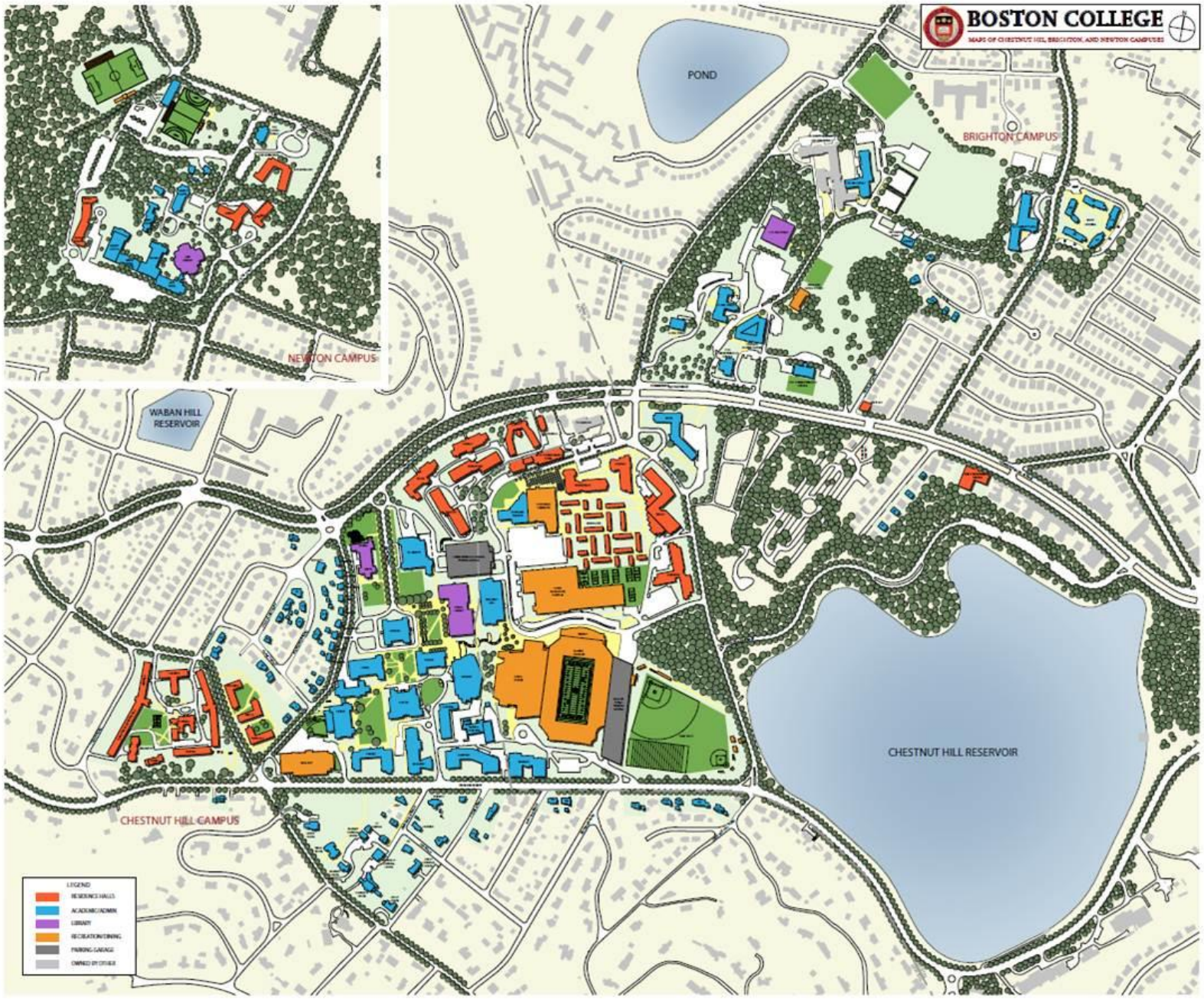
1. The **Incident Commander** will notify **Command Staff** and **Section Chiefs** when they may begin shutting down to leave the EOC.
2. The **Incident Commander** will notify the Emergency Management Executive Team of the decision to deactivate.
3. **Section Chiefs** are responsible for notifying their staff of the deactivation and ensuring that all actions are completed.
4. **Section Chiefs** must keep records of all activities undertaken by their section and ensure all the required forms are completed before deactivation.

Maintenance
The Director, Emergency Management is responsible for maintaining the EOC during non-emergency situations. All radio and equipment will be tested monthly, including the auxiliary generator, which is tested bi-weekly.

APPENDIX F

LIST OF ACRONYMS

AAR	After Action Report
AOC	Administrator on Call
BAPERN	Boston Area Police Emergency Radio Network
BC	Boston College
BCP	Business Continuity Plan
BCPD	Boston College Police Department
CEMP	Comprehensive Emergency Management Plan
DBCP	Departmental Continuity Planner
DHS	Department of Homeland Security
EH&S	Environmental, Health & Safety
EMET	Emergency Management Executive Team
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Material(s)
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
ITS	Information Technology Services
MEMA	Massachusetts Emergency Management Agency
NIMS	National Incident Management System
NWS	National Weather Service
PIO	Public Information Officer
POC	Psychologist on Call
SOP	Standard Operating Procedure
UC	Unified Command


BOSTON COLLEGE
POND
BRIGHTON CAMPUS
NEWTON CAMPUS
WABAN HILL RESERVOIR
CHESTNUT HILL RESERVOIR
CHESTNUT HILL CAMPUS
LEGEND

ADDENDUM

DETAILED OPERATION PROCEDURES

(Under separate cover and is restricted access)