

# **BUNKER HILL COMMUNITY COLLEGE EMERGENCY OPERATIONS PLAN (EOP)**

**Original Creation: October 2015  
Last update: October 2023**



## PROMULGATION, APPROVAL, AND IMPLEMENTATION

Bunker Hill Community College (BHCC) is committed to protecting the welfare of its community members. This Plan addresses the challenges and responsibilities of pre-event mitigation and post-event recovery in addition to preparedness and response. It is established in accordance with State, Federal, and Presidential laws, statutes, and authorities for Emergency Management. The National Incident Management System (NIMS) and Incident Command System (ICS) are incorporated into this plan and will be implemented in the event of :

The purpose of this plan is to provide the comprehensive emergency management clarifies the following strategies:



1. Reduce the vulnerability of people
2. Prepare for prompt and efficient
3. Respond to emergencies using all systems plans and resources available;
4. Recover from emergencies by providing for the rapid and orderly start of rehabilitation; and
5. Provide an emergency management system embodying all aspects of pre-emergency preparedness and mitigation, as well as post-emergency response and recovery.

The EOP is designed to help BHCC employees respond appropriately when emergency conditions exist. Although these situations are unpredictable, this plan allows for an immediate response by BHCC employees, thereby minimizing danger to our campus. The Vice President of Administration and Finance and the BHCC Emergency Management Team are charged with coordinating the emergency planning efforts at all of BHCC.

Every member of the BHCC community should understand his or her role in emergency situations. Please review this plan and support your colleagues to protect our students, faculty, staff, and visitors in the event of an emergency.

Approved by:



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John K. Pitcher, Vice President Administration & Finance

## Record of Revisions or Changes

### Policy Statement

Bunker Hill Community College (BHCC) Emergency Operations Plan (EOP) is designed to assist administrators in times of campus emergencies. The procedures contained herein will be followed by all BHCC community members. The Vice President of Administration and Finance must approve any exception to these emergency response procedures. All requests for procedural changes, suggestions, or recommendations will be submitted in writing to the Vice President of Administration and Finance. Current emergency procedures shall remain in place provided they do not conflict with the basic procedures and policies contained within this document. The plan will be reviewed, at a minimum, annually to ensure attention by the community and relevance of the procedures.

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10/25/23		Annual Review	EMT

## Record of Distribution

Distribution of the document is recorded to maintain circulation control and to ensure that critical stakeholders have access to the most current version at all times.

Upon each update to this EOP as noted above, an email with the summary of changes will be emailed to the President, the EMT Contacts on page 29, and the alternate/subject matter expert contacts on page 30 of this document.

The Emergency Operations Plan (EOP) is up to date on the public website under public safety at: <https://www.bhcc.edu/emergency>

**TABLE OF CONTENT**

PROMULGATION, APPROVAL, AND IMPLEMENTATION .....iii

Record of Revisions or Changes .....iv

    Policy Statement.....iv

Record of Distribution ..... v

TABLE OF CONTENT .....vi

1 Introduction ..... 1

    1.1 Purpose ..... 1

    1.2 Scope ..... 2

    1.3 Situational Overview ..... 2

    1.4 Assumptions..... 3

    1.5 Campus Profile ..... 4

2 Concept of Operations (ConOps).....5

    2.1 Overview.....5

    2.2 Comprehensive Emergency Management ..... 6

    2.3 National Incident Management System ..... 7

    2.4 Incident Command System ..... 8

    2.5 Incident Coordination..... 9

    2.6 Incident Coordination Locations/Facilities ..... 10

    2.7 Plan Activation ..... 11

    2.8 Emergency Communication ..... 12

    2.9 Emergency Management Plans..... 13

    2.10. Access and Functional Needs Populations ..... 15

3. Organization and Assignment of Responsibilities..... 16

    3.1 Organization ..... 16

    3.2 Assignment of Responsibilities..... 20

4 Direction, Control, and Coordination..... 22

5 Training, Exercises, and Evaluation ..... 23

    5.1 Training..... 23

    5.2 Exercises ..... 23

    5.3 Evaluation..... 24

6 Administration, Finance, and Logistics..... 25

## Emergency Operations Plan

7	Plan Development and Maintenance .....	26
7.1	Plan Development.....	26
7.2	Maintenance .....	26
8	Authorities and References .....	27
8.1	Authorities .....	27
8.2	References.....	27
	APPENDICES.....	28
	Emergency Management Team Contact Sheet .....	28
	Emergency Management Team Incident Command Chart .....	28
	BHCC Organizational Chart .....	<b>Error! Bookmark not defined.</b>
	Acronyms and Abbreviations.....	28
	Definition List .....	28
	Emergency Management Team (EMT) Contact Sheet .....	29
	Alternates and Subject Matter Experts.....	30
	Emergency Management Team Incident Command Org and Secession Plan.....	31
	BHCC Organizational Chart/ EMT E-portfolio Site.....	32
	Acronyms and Abbreviations.....	32
	Definition List .....	34
	FUNCTIONAL ANNEXES.....	41
1.	Evacuation .....	41
2.	Shelter-in-Place .....	41
3.	Accounting for All Persons/Reunification .....	41
4.	Health and Medical.....	41
5.	Psychological Crisis.....	41
6.	After Action Reporting.....	41
	INCIDENT ANNEXES.....	42
A.	Natural Events – Notice.....	42
B.	Natural Events – No-Notice.....	42
C.	Hazardous Materials Incident.....	42
D.	Active Shooter .....	42
E.	Bomb Threat.....	42
F.	Suspicious Object/Package.....	42
G.	Mass Casualty Incident.....	42
H.	Pandemic or Disease Outbreak.....	42

## Emergency Operations Plan

I. Demonstrations and Protests .....	42
J. Utility Failure.....	42



## 1 Introduction

A crisis or emergency can happen at any time and could impact one individual, single building, or the entire college campus. This document is Bunker Hill Community College's (BHCC) Emergency Operation Plan (EOP). Efficient implementation of the EOP will provide a clear direction, responsibility and continuity of control for key officials and administrators. The intention of the EOP is to minimize the possible hazards and threat and the impact to individuals and properties during an actual emergency. In order to minimize the threat of an emergency, annual evaluation and reviews need to be done to the emergency plan.

With these thoughts in mind, BHCC has undertaken the necessary planning to protect personnel and property from unexpected disaster or disruption; to maintain reasonable continuity of operation; and allow expedient recovery and return to normal operating schedules. It must be emphasized that this is only a general plan and cannot go into the minute details required for every eventuality. This plan may be utilized as a basis for more detailed planning when an actual disaster presents itself.

### 1.1 Purpose

While this EOP addresses all phases of emergency management, it focuses primarily on the response phase, providing a management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency affecting the BHCC community. All essential personnel and departments are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or human-caused emergency.

This plan is designed to protect and preserve human life, health, and well-being, to minimize disruption of scholarly and business activities, and to protect college resources, facilities, and the natural environment. The achievement of these goals relies upon the consistent and disciplined planning, training, and exercising by an inclusive college-wide team, and adherence to the plan itself.

The EOP includes the basic plan, appendices, and functional and incident specific annexes. The basic plan provides an overview of BHCC's approach to emergency response and operations. It explains the policies, organization, and tasks that would be involved with the response to an emergency. The appendices identify critical notification and contact information, organizational response procedures specific emergency situations, give definition to the terms and acronyms used throughout the basic plan, and are the location for any supporting figures, maps, and forms. The functional annexes focus on detailing the specific responsibilities, tasks, and operational actions to complete a specific emergency operations function; while the

## Emergency Operations Plan

incident annexes focus on any additional special planning or response needs beyond the basic response plan for particular event scenarios.

### 1.2 Scope

This EOP is a college-level plan that applies to all locations, departments, programs, facilities, and administrative units of the College as well as campus visitors, conference participants, and others on campus; including populations with functional needs that may require additional support services. It also acknowledges the planning and response efforts of our neighbors and our shared responsibility for preparedness.

The plan includes procedures for responding to a range of levels of emergency regardless of size, type, or complexity. Other plans may be used to supplement the EOP, but do not supersede it, and where conflict arises, the EOP will take precedence. Additionally,

- Nothing in this plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan, its' appendices, or annexes.
- Where BHCC occupies space maintained by other entities, the emergency plans for those entities supersede this plan.
- BHCC will cooperate with Federal, State, and local emergency management agencies and other responders in the development, implementation, and execution of its emergency response.
- This plan and organization shall be subordinate to State and Federal plans during a disaster declaration by those authorities.
- This plan is intended to ensure compliance with applicable Federal, State, and local regulations and cooperation with first responders charged with disaster control.

Continuity of Operations Plans (COOP) and Emergency Training and Exercise Plans (T&E Plans) are maintained under a separate cover.

### 1.3 Situational Overview

A natural (hurricane, flood, etc.), man-made (terrorist attack, etc.), or technological incident (utility outage, etc.) has disrupted campus operation and requires the coordinated identification, accusation, deployment of personnel, resources, and equipment to address.

The Boston Hazard Inventory and Risk Assessment (HIRA) and the Hazard Mitigation Plan; and the Massachusetts State Threat and Hazard Inventory and Risk Assessment (THIRA) and the Hazard Mitigation Plan identify a number of threats and hazards to the area and the State, and evaluate them based on their likelihood of

## Emergency Operations Plan

occurring and their impact if they did occur. These risks include, but are not limited to winter storms, coastal storms, fire, flood, industrial accidents, and a variety of criminal acts.

### 1.4 Assumptions

In developing the EOP the following planning assumptions were made:

- Incidents will require full cooperation of the campus community.
- Departments and personnel identified in the EOP are aware of their roles in an emergency and maintain an appropriate state of readiness.
- Day to day functions that do not contribute directly to the emergency operation may be suspended for the duration of the emergency/disaster. Resources that would normally be required for those daily functions will be redirected to perform tasks in support of the emergency response.
- The ability of BHCC to execute EOP operations depend upon, among other things, availability of staff, resources, and external restrictions and mandates by area agencies such as the Massachusetts State Police (MSP), Massachusetts Emergency Management Agency (MEMA), Boston Office of Emergency Management (BOEM), the Boston Police Department (BPD), the Boston Fire Department (BFD), the Boston Department of Public Health (DPH), the Chelsea Police Department (CPD), and the Chelsea Fire Department (CFD).
- An incident or event can occur with little or no warning, at any time, in any area of the campus or satellite facilities, and can escalate more rapidly than the ability of any single local jurisdiction or the College, as a whole, can respond to address it.
- If the incident is beyond the resources of BHCC, local and state government first responder (police, fire, emergency medical services, and hazardous materials) support will be requested. Once local resources are exhausted, State assistance will be requested.
- During a large-scale/region-wide disruption, it could take up to 72 hours to receive any requested emergency resources from Commonwealth or Federal agencies.
- A large-scale emergency or disaster will generate widespread media and public interest.
- A large-scale emergency or disaster may be a prolonged event that requires an extended commitment of resources.
- BHCC will need to provide additional/enhanced assistance to individuals with functional needs, including children, elderly, individuals with disabilities and chronic conditions, and other access and functional needs populations.

## Emergency Operations Plan

### 1.5 Campus Profile

Bunker Hill Community College (BHCC), located in Boston, Massachusetts, is the largest community college in Massachusetts, with more than 16,000 students enrolled annually. BHCC, founded in 1973, is [fully accredited](#) by the New England Commission of Higher Education (NECHE).

With two main campuses in [Charlestown](#) and [Chelsea](#), and several [instructional centers](#) throughout the Greater Boston Area, BHCC offers a wide range of learning options to suit the diverse needs of our student body. Students can choose from day, afternoon, evening, weekend, hybrid and online courses to fit their busy schedules.

Learn more about BHCC at [bhcc.edu/about](http://bhcc.edu/about).

## 2 Concept of Operations (ConOps)

The Concept of Operations (ConOps) describes the sequence and scope of the planned emergency response. The Emergency Management Team (EMT) has the primary responsibility for coordinating emergency management activities for the College. These activities support the following priorities:

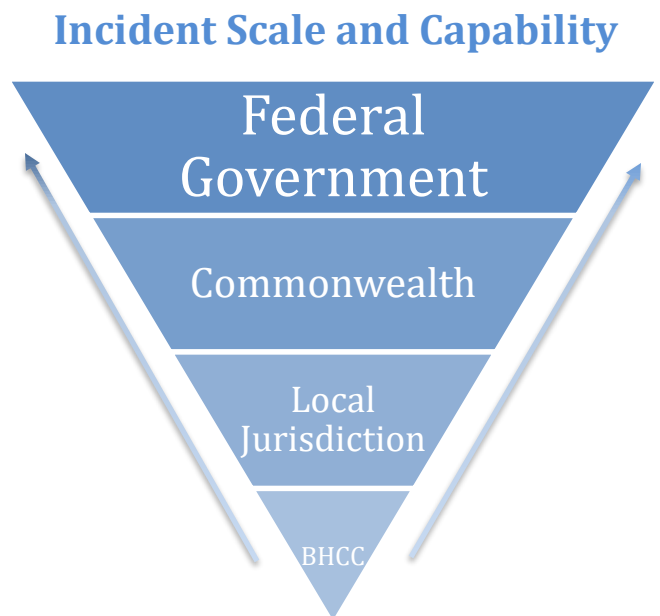
- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide for the immediate need of impacted students, staff, and visitors
- Acquire and assess emergency information and disseminate essential intelligence
- Restore essential campus functions

### 2.1 Overview

Institution EOPs are based on the idea that emergency operations will begin with the institution and that outside assistance from the locality in which the institution resides will be requested when an emergency or disaster exceeds institutional capabilities. Requests for assistance will be submitted to the State by the local jurisdiction only when the institution's and the jurisdiction's capabilities are exceeded.

Situations in which several localities are threatened or impacted concurrently usually involve the State from the onset. If the State is overwhelmed, the Governor may request Federal assistance. At each level, the government should officially declare an emergency in order to request assistance.

BHCC has developed its emergency management program to be consistent with NIMS, ICS, and the Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide 101. BHCC has leveraged the flexibility of the ICS model and tailored its application to meet its emergency management organizational requirements and needs.



## 2.2 Comprehensive Emergency Management

As defined in NIMS, a comprehensive emergency management program addresses all phases of emergency management for all types of incidents, including mitigation/prevention, preparedness, response, and recovery. These phases are continuous and interconnected.



### Mitigation and Prevention

Mitigation and Prevention involve identifying preventative and/or corrective measures and actions to prevent or limit bodily injury, loss of life, or property damage from disasters. It includes consideration of policy issues as well as structural/capital projects.

Mitigation is the College’s actions taken prior to a disaster to prevent the disaster from occurring or to lessen the impact. Mitigation activities typically enhance a college’s resilience by reducing long-term vulnerability.

Prevention describes an entity’s actions to minimize human-caused hazards such as terrorism and school violence. BHCC has numerous policies and procedures in place across its campuses to prevent violence on campus and to notify the campus community should it occur.

### Preparedness

Preparedness involves activities undertaken in advance of an emergency or disaster to adequately prepare for and develop capability to respond to an emergency. The preparedness program develops operational capabilities and enables an effective response to an emergency or disaster.

Adequate planning pre-determines the best utilization of resources and identifies personnel training opportunities for roles and responsibilities during a disaster. This involves working with the government partners, the private sector, non-governmental, and volunteer organizations to coordinate pre-disaster education and planning activities to lessen the impact of disasters.

BHCC implements its preparedness program through a continuous cycle of planning, training, equipping, exercising, evaluating, and taking action to correct and mitigate issues. Additional preparation elements include the development of a

## Emergency Operations Plan

communication and alert system, maintenance of the College website, and installation of the emergency information wall signs.

### Response

Response encompasses the immediate actions taken to save lives, protect property, and stabilize the incident. Response activities include alert and notification, resource and logistical coordination, and public information. To ensure an effective and efficient response, BHCC has developed this EOP.

### Recovery

The recovery phase involves both short- and long-term operations. The objective of short-term operations is typically to restore vital services. The objectives of long-term recovery operations are the restoration of normal activities and the restoration of the affected area to its normal or an improved condition. Long-term recovery may include planning for and implementing reconstruction of damaged facilities and infrastructure and the resumption of basic services. The recovery phase is also an opportune time to institute mitigation measures.

BHCC has developed the Continuity of Operations Plan (included under separate cover) to address short- and long-term recovery activities. The National Disaster Recovery Framework (2011) was used as a guide in developing the long-term recovery plans.

## 2.3 National Incident Management System

BHCC's emergency management organization is structured in accordance with National Incident Management System (NIMS) and ICS. NIMS integrate existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that enable a diverse set of public and private organizations to conduct effective incident management operations. It does this through a core set of concepts, principles, procedures, organizational structures (ICS, multi-agency coordination, and joint information systems), terminology, and standards requirements applicable to a broad community of NIMS users. To ensure interoperability and compatibility, NIMS is based on an appropriate balance of flexibility and standardization. It provides a consistent and flexible national framework within which government, institutions, and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

### 2.4 Incident Command System

Emergency management at BHCC is coordinated using the Incident Command System (ICS). ICS is mandated by the National Incident Management System (NIMS) and is used by emergency service nationwide. ICS enables effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – Federal, State, regional, and local – as well as by many private-sector and non-governmental organizations (NGOs).

ICS is a standardized, on-scene, all-hazards incident management approach. ICS is flexible and can be used for incidents of any type, scope, and complexity and is utilized at all levels of government. The primary objective of the ICS is the management of assigned resources and personnel for effective control of any situation. The ICS organization expands in a modular fashion based upon the type and complexity of the incident. The Incident Commander (IC) manages major functions until span-of-control restrictions require the delegation of certain functions. Functions are delegated to the command and operational staff, who are equipped to manage the "hands-on" details of the incident.

ICS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of scenarios. The span of control of any individual with incident management supervisory responsibility should range from three (3) to seven (7) subordinates, with five (5) being optimal.

By conducting emergency activities within ICS, BHCC is able to integrate with outside resources and personnel from city and state responders (including Boston Police Department, Boston Fire Department, Massachusetts State Police, Massachusetts Office of Emergency Management, and Massachusetts Fire Response Services – Hazardous Materials Division). The BHCC Emergency Management Team (EMT) is staffed and operated by personnel trained in ICS and uses ICS reporting structures.



### 2.5 Incident Coordination

Typically a response begins with someone at or near the scene of the incident notifying authorities. Notification may also come from monitored alarms. Regardless of the notification method, once the notification is received, the appropriate response entities are sent to the scene.

#### Incident Commander (IC)

The most qualified, authorized person on-scene evaluates the situation. This is generally the Incident Commander (IC). The IC should be someone with the skills, training, or authority to address the specific situation.

The IC may request more assistance or determine that sufficient response assets are available. The IC then makes the decisions necessary to respond to the incident and provides for the safety of responders,

students, employees, and visitors to the campus. The responding agencies, operating within an incident command system, implement efforts in accordance with the appropriate policies and standard operating procedures (SOPs) for the type of incident.

Type of Incident	Incident Commander is from
Criminal	Campus Police
Weather	Facilities Department
HazMat	Boston Fire/EMS
Cyber	Information Services Department
Structural/Facilities	Facilities Department
Mass Injury/Casualty	Boston Fire/EMS

In larger scale emergencies, it is the intention of BHCC to utilize State and local police, fire, and other emergency resources to provide overall direction and control of the emergency at the scene.

#### Emergency Management Team (EMT)

For “non-routine” emergencies, BHCC will activate the BHCC EMT to develop and implement emergency response strategies for the initial response to the incident and contact local emergency authorities at the earliest time in accordance with details of this plan. The EMT will support the IC, and on-scene local authorities, coordinate the campuses response, and begin to establish recovery operations.

#### Policy Committee

The Policy Committee includes the President and senior campus leadership. The Policy Committee establishes the high-level emergency priorities for the College and

## Emergency Operations Plan

makes policy decisions. The Policy Committee provides the EMT guidance as needed.

### 2.6 Incident Coordination Locations/Facilities

Emergency operations on the campus may be coordinated through a number of locations. These include:

#### Incident Command Post (ICP)

If the incident has a specific scene or location on campus, the IC may establish an Incident Command Post (ICP) to coordinate emergency response.

#### Emergency Operations Center (EOC)

When activated, the EMT will establish an Emergency Operations Center (EOC) to coordinate the College's emergency response. The EOC provides a central clearing/control point to assess the emergency situation, set priorities, and coordinate the disaster response operations. If the ICP is activated and leading response activities, the EOC will provide coordinative support.

The EOC could be activated virtually using text, cellular, and internet communication. BHCC's EOC has a physical location in Room B321 of the B Building on the Charlestown Campus. Other EOC locations may be identified as a result of the incident.

#### Public Safety Command Center

The Public Safety Command Center is located in Room A200 of the E Building on the Charlestown Campus. The Public Safety Command Center establishes public safety and law enforcement activities and supports the EOC in coordinating the campus emergency response.

The Public Safety Command Center includes:

- Access to all cameras on flat screen panels;
- TV;
- Radios and dispatch with the capability of communicating with other police agencies;
- A terminal with availability to lock down all exterior doors;
- A CJIS machine (criminal justice information system);
- Fax machine, shredder, and analog phone; and
- Internal college maps.

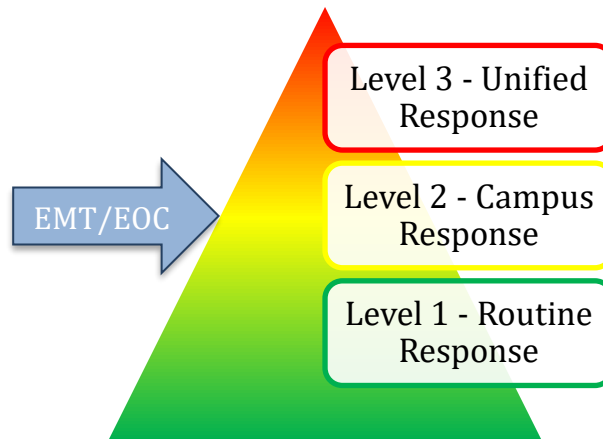
All cameras and equipment are on emergency power.

## 2.7 Plan Activation

When an emergency or incident occurs, the IC on scene, the EMT Chair, or the EMT collectively must determine the seriousness of the emergency and whether the EMT should be activated and the Policy Committee notified.

### Levels of Activation

This EOP is based on a three-level scale of emergencies, which is aligned with the scale used by Massachusetts Emergency Management Agency (MEMA). The response levels are identified in ascending order, from Level 1 - Routine Response, to Level 3 - Unified/External Response, large-scale disruptions that require multi-agency and external response.



#### *Level 1 – Routine Response*

Incidents warranting routine response are handled at the department level or by Campus Police. Responding departments handle the emergency, restore stability, and make appropriate notifications. Special care should be taken to include the Integrated Marketing and Communications Division and the Public Information Officer (PIO) in notifications if the emergency is likely to attract media attention.

Examples include: motor vehicle accident, burst pipe resulting in limited outages, injuries that require transport to the hospital, or minor hazardous material spills (cleaning or lab chemicals).

#### *Level 2 – Campus Incident Command Response*

A Level 2 incident is a disruption that effects multiple departments, multiple areas of the campus, or campus-wide that may require a coordinated and/or sustained response from the EMT. Additionally, any event that includes the threat of loss of life should at least be considered a Level 2 incident. In a Level 2 activation, the EMT will meet virtually or in person to determine the impact of the event and develop an Incident Action Plan. Incident Command will be established, and the EOC will be activated (physically or virtually).

## Emergency Operations Plan

Examples include: severe weather events, IT or utility failure, potential infectious disease outbreak, building fire, or structural failure that causes serious injury or disruption of services.

### *Level 3 – Unified/External Command - Multi-Agency Response*

A Level 3 incident is an event so large that it necessitates significant response from external agencies. Major incidents that involve first responders (police, fire, EMS) on campus will involve the use of ICS. During these events, the College and the EMT may join in a Unified Command with responding agencies or provide a supporting role. In these incidences, the Policy Committee and the EMT will activate to ensure that the College's interests are represented and act to support campus facilities, resources, and personnel within the larger response.

Examples include: regional disruptions, hazmat spill, active shooter, major violent protest, large building fire, or terrorist act.

## 2.8 Emergency Communication

Establishing emergency communications is a critical element of any incident response. This includes coordinating emergency responders and personnel, receiving and sharing situational awareness, and notifying the population of risks, emergency activities, and directing them to specific actions.

### Emergency Alarms

All campus facilities are equipped with a fire alarm system that provides light and sound notification of area emergencies. There is a public address system through the campus that can be accessed from any campus phone to provide specific response instructions and guidance as needed.

### Communication and Coordination

The EMT will communicate and coordinate via cellular and text capabilities as needed. A call sheet for all EMT members is included in the Appendices of the plan.

### Emergency Notification

The campus population will be notified of any incidents or emergencies by the Integrated Marketing and Communications Division. Notification will be managed across multiple communication platforms, which may include: College website, emergency website, BHCC Intranet, social media, phone speaker system, main recorded phone line, phone/voicemail messages, email, local T.V./radio stations and

## Emergency Operations Plan

emergency text messages. Depending on the incident, the appropriate platforms are selected.

### 2.9 Emergency Management Plans

The College has developed and maintains a number of emergency management/public safety plans that relate to and support the EOP. The EOP provides the emergency management superstructure that the following plans operate within:

#### Continuity of Operations Plan (COOP)

The Continuity of Operations Plan (COOP) is designed to mitigate the effects of a man-made or natural disaster that may affect a single building or operation, a significant portion of the campus, the entire campus, or the region. This plan covers all College operations, departments, and service areas including contracted operations. It is designed to provide plans for the full range of potential emergencies.

The COOP is reviewed and updated by the EMT. It is maintained on a secured group site on the BHCC Intranet.

#### Emergency Communication/Notification Procedures

The Emergency Communication/Notification Procedures identify contact information for critical personnel, communication platforms for notification and alerting, pre-recorded or pre-structured messages, and media relations procedures. Communication platforms include: phone, email, text, website, intercom/public address system, social media, TV and radio broadcast..

The Emergency Communication/Notification Procedures are maintained by the Integrated Marketing and Communications Division and located on the BHCC Intranet in a secured group site with targeted access.

#### Information Technology Disaster Recovery Plan (DR Plan)

The Information Technology Disaster Recovery Plan (DR Plan) is intended to ensure the continued operation of the College by providing the ability to successfully recover IT services in the event that a disaster occurs and impacts IT services. This DR Plan is a comprehensive document containing the necessary instruction, policies, organization, and information required for the College to be prepared for an emergency that would affect our computer services.

The DR Plan is maintained by and housed with the Information Services Department.

## Emergency Operations Plan

### Public Safety Policy and Procedures

The Campus Police Public Safety Policy and Procedures establishes the Campus Police's authority, standard operating procedure, and code of conduct for the BHCC Public Safety/Campus Police.

The Public Safety Policy and Procedures are maintained by and housed within the Public Safety/Campus Police department.

### Training and Exercise Plan (T&EP)

The T&EP establishes BHCC's emergency management training expectations for the EMT and general personnel. It includes a multi-year training and exercise program based on Homeland Security Exercise and Evaluation Program (HSEEP) standards.

The T&EP is reviewed and updated by the EMT. It is maintained on the BHCC Intranet. See Chapter 5 for more information on training, exercise, and evaluations.

## 2.10. Access and Functional Needs Populations

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

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

The use of the term “access and functional needs populations” is consistent with FEMA’s recent effort to properly describe this population. The Access and Functional Needs Support Annex of the EOP describes those unique response assistance requirements that extend beyond those of the general population. The Annex however, is not the exclusive medium by which the EOP addresses this segment of BHCC population. Provisions for various function-based needs have been incorporated into support and incident-specific annexes where applicable, thereby ensuring functional needs considerations are an integral part of the EOP.

### 3. Organization and Assignment of Responsibilities

A successful institutional emergency management program involves a solid team of institution and emergency preparedness officials. BHCC, like many colleges, does not have dedicated personnel for emergency response. To provide an effective emergency response, personnel and departments will need to work together and leverage skills, resources, and information that reside within each department.

When possible, personnel will be asked to conduct tasks that are similar to their daily responsibilities (i.e., the registrar's office providing class schedules and student lists). During an emergency response, personnel may be asked to take on roles that are not part of their daily activity. Additionally, the usual college reporting structure and organizational chart may be temporarily changed to best address the incident.

#### 3.1 Organization

Emergency management is a year-round process. Mitigation, prevention, preparation, and recovery activities continue to take place even when the campus activity is not disrupted.

##### Policy Committee

During sustained events the President may activate the Policy Committee to make high-level decisions that establishes the College's policies and goals during an incident response and recovery that guides the EMT in executing its mission. The Policy Committee may include the President, Vice Presidents, Provost, and/or Trustees. Activities may include:

- Setting overarching response priorities and strategic goals and objectives;
- Receiving regular briefings from EMT Chair or designee regarding on-scene tactical operations;
- Issuing public information reports (with assistance from PIO);
- Communicating with external stakeholders, including College and government officials, with the assistance of the PIO; and
- Signaling the activation of COOP plans and overseeing recovery effort.



## Emergency Operations Plan

### Emergency Management Team (EMT)

EMT membership includes:

- The Vice President for Administration and Finance (EMT Chair)
- The Provost/Vice President of Academic & Student Affairs,
- The Chief of Campus Police
- The Executive Director of Integrated Marketing & Communications/PIO
- The Executive Director of Facilities Planning, Construction and Energy Management
- Chief Information Officer
- Associate Vice President, Administration and Finance

The EMT may include subject matter experts from the campus or partner agencies as the situation warrants.

#### *EMT Chair*

The Vice President for Administration and Finance is the EMT Chair. He or she will:

- Lead the EMT
- Set agendas and priorities
- Report activity of the to the President and the Trustees
- Serves as the NIMS Single Point of Contact (POC) for the United States Department of Education

#### *Emergency Coordinator*

The Executive Director of IMC or designee will act as the EMT Emergency Coordinator. He or she will:

- Maintain the schedule of the EMT and coordinate meetings
- Maintain the EMT records

#### *General EMT Responsibilities*

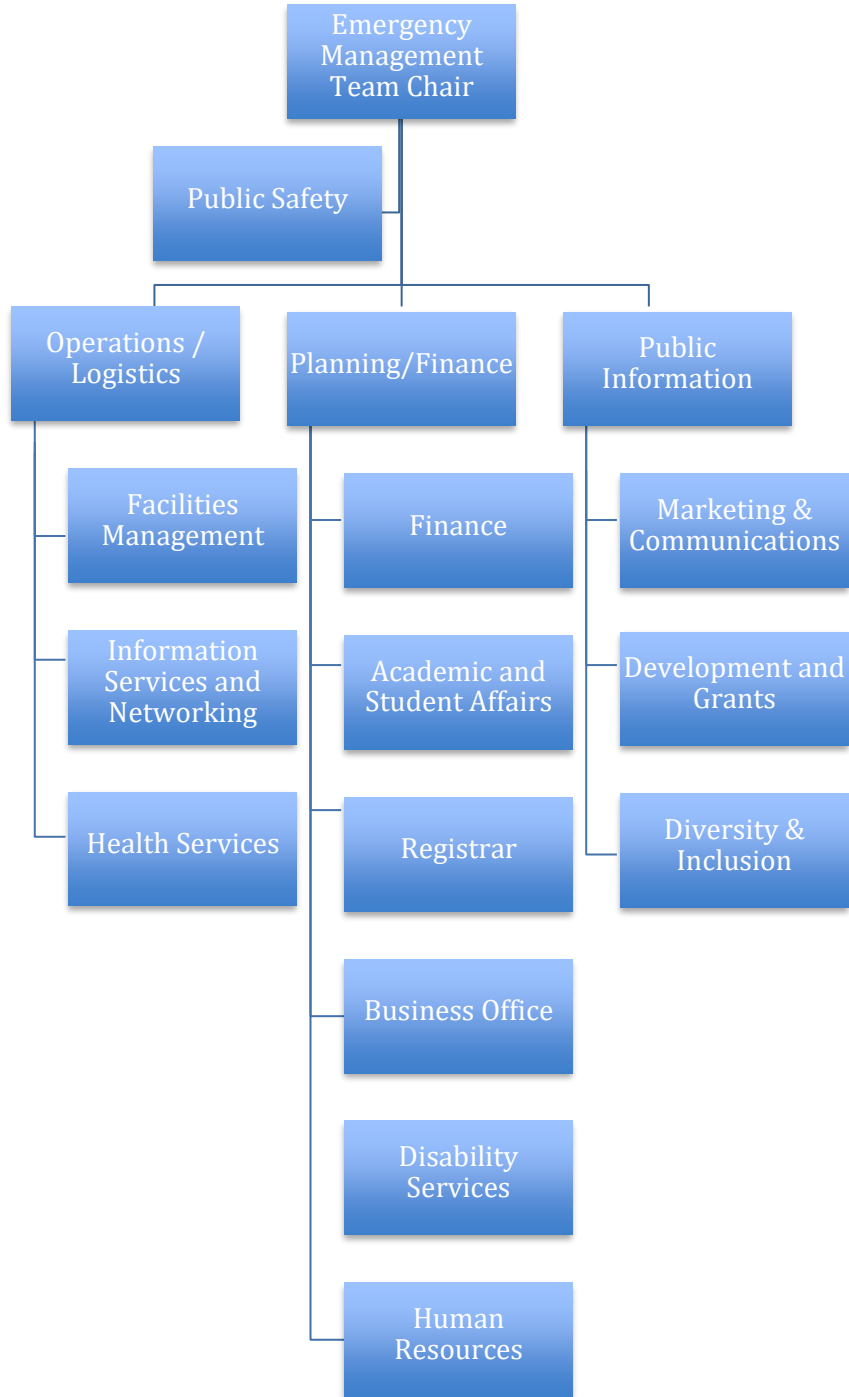
- Meet each semester to assess and maintain college emergency management activities
- Maintain, review, and update emergency plans and procedures
- Maintain and execute the training and exercise program
- Coordinate and liaise with public and private partners
- Conduct After Action Reports and develop improvement plans
- Gather, confirm, and evaluate incident information
- Determine and implement tactics/actions

## Emergency Operations Plan

- Manage and track resources
- Support on-going critical needs
- Debrief and review outcomes for policy and procedural review
- Meet in the event of a possible impending emergency for proactive planning
- Test the response plan Updated on 8/7/18

### *Emergency Management Team (EMT) – At Activation*

During an incident, the EMT is the emergency response management team overseeing specific sets of operations and functions to ensure that emergency activities are executed as efficiently and effectively as possible. The EMT command structure is based on NIMS, which is typically structured to facilitate activities in five major functional areas – Command, Operations, Planning, Logistics, and Finance/Administration. To scale NIMS to smaller institutions where management functions are overseen by a smaller set of personnel, NIMS is tailored for BHCC. To reflect these practical and functional realities, the EMT command structure is broken into Command (which includes Public Safety), Operations/Logistics, Planning/Finance, and Public Information.



*This ICS structure represents how BHCC would comprehensively align its departments to respond to large-scale incidents. The Functional and Incident Annexes identify how specific incidents will require certain departments to take primary roles in a response.*

### 3.2 Assignment of Responsibilities

The BHCC emergency management program involves certain designated personnel to organize the emergency response plan. The BHCC emergency management program requires participation by a wide variety of stakeholders, including college officials, departments, faculty and staff, and vendors.

#### Public Safety Officer

The Public Safety Officer is responsible for all public safety and law enforcement activities and acts as a liaison between the EOC and the Public Safety Command Center; and between BHCC and responding law enforcement officers.

Public Safety sergeants, officers, personnel and contracted security support the Public Safety Officer during activation.

#### Operations/Logistics Section

The Operations/Logistics Section is responsible for coordinating activities to reduce impacts of an immediate hazard, save lives and property, establish situational control, and restore normal operations. The Operations/Logistics Section is responsible for and allocation of campus resources (including facilities, security, equipment and supplies, equipment maintenance, food services, communications, and information technology) to support the incident response and local first responders.

#### Planning/Finance Section

The Planning/Finance Section collects, evaluates, and disseminates incident situational awareness information and intelligence to the EMT Chair, other incident management personnel, and key local, regional and State officials. The Planning/Finance Section also works with the PIO in providing timely and accurate information to be disseminated to the public. It prepares status reports (including Situational Awareness Statements and Situation Reports), displays situation information, and prepares and documents the Incident Action Plan, based on input from other General Staff and guidance from the EMT Chair. The Planning/Finance Section is responsible for recording personnel time, administering compensation and claims, maintaining vendor contracts, and conducting cost analyses as required.

## Emergency Operations Plan

### Public Information Officer (PIO)

The PIO is responsible for all public, media, and internal communications that are related to an emergency. The PIO will, as needed:

- Liaise with the media;
- Write announcements and communications;
- Coordinate all emergency communication platforms;
- Implement the EMT communications strategy; and
- Evaluate communications and record for future reference.

## **4 Direction, Control, and Coordination**

The President has tasked the EMT with developing a campus emergency operations program, identifying emergency response and recovery resources, and providing training to personnel tasked to emergency activities on the campus. Direction and control of the campus emergency response effort will be from the EOC. Campus departments will provide personnel and resources to support the commodities distribution effort, as requested and available.

Campus personnel assigned to emergency responsibilities will remain under the control of their own departments, but will function under the technical supervision of the direct report within the Incident Command System.

## 5 Training, Exercises, and Evaluation

Training will be coordinated by the EMT. It is designed to develop the knowledge, skills, and abilities required in a disaster or emergency. Basic training that is recommended and provided includes ICS fundamentals and EOP orientation. Exercises are conducted to evaluate plans and procedures used during actual emergencies and identify the need for Annex modifications and/or additional training. When properly integrated, training and exercising can improve the response and the delivery of emergency/disaster assistance to the campus community.

The BHCC Emergency Training and Exercise Plan (in development) creates an integrated training and exercise structure for the college, including a multi-year program.

### 5.1 Training

In accordance with the U.S. Department of Education's (US ED) Office of Safe and Healthy Students (OSHS) NIMS training guide, EMT members will have, at a minimum, the following training (available online):

- ICS-100.HE An Introduction to Incident Command Systems for Higher Education
- ICS-200 ICS for Single Resources and Initial Action Incidents
- IS-700 an Introduction to NIMS
- IS-800.B An Introduction to the National Response Framework

The EMT Chair and personnel that may be expected to be ICs during an event should take the following training (in addition to the courses above):

- ICS-300 Intermediate ICS for Expanding Incidents
- ICS-400 Advanced Incident Command

### 5.2 Exercises

HSEEP is the national standard utilized for exercise design and implementation. It incorporates the Target Capabilities List as a standardized methodology to evaluate and document exercises and develop improvement plans.

## Emergency Operations Plan

The EOP will be tested, evaluated, and assessed using HSEEP-compliant exercises. A real-world event of sufficient size and complexity may be substituted. The exercise will be designed to identify strengths and deficiencies within the plan in order to develop the necessary corrective actions. The corrective actions are compiled in an After Action Report (AAR) and developed into corresponding improvement plans, which are then incorporated into the EOP.



### 5.3 Evaluation

The EOP and supporting plans, appendices, and annexes will undergo a comprehensive review and revision annually. Revisions shall be formally adopted by the President of the College.

Additionally, the plan should be evaluated following major events/changes. These include:

- A formal update of planning guidance or standards;
- A change in institution officials (President, Vice President, etc.);
- A plan activation or major exercise after which lessons learned were incorporated;
- A change in the institution's demographics or hazard or threat profile, or ;
- The enactment of new or amended laws or ordinances or policy changes.



## **6 Administration, Finance, and Logistics**

All assets and personnel of the College will fall under the purview of the President of the College or his/her designee to direct in any way to respond to an emergency on campus.

Departments should track and account for all resources expended in response to or recovery from an emergency event. Expended resources may include personnel hours, accommodations, vendor services, equipment, and supplies. Departments should provide detailed accounting to the Planning/Finance Section.

## 7 Plan Development and Maintenance

### 7.1 Plan Development

The College President has designated the EMT as having overall responsibility for emergency planning and coordination of campus resources in emergency operations. Each position and department with emergency management responsibility is responsible for the development and maintenance of appropriate planning documents that address responsibilities assigned in this Plan including, but not be limited to: SOPs, implementing procedures, and/or operational guidelines.

The EMT Chair, with support from the Emergency Coordinator, will ensure appropriate distribution of the EOP base plan and any changes thereto and kept updated in the E-portfolio group site. Distribution of annexes/appendices and changes will be accomplished by the designated position and/or department with primary responsibility for the annex/appendices. Public access to this plan is posted on the BHCC website.

### 7.2 Maintenance

The EMT and relevant stakeholders will meet annually to review AARs and Improvement Plans resulting from exercises or real-world emergency events. Review of policy changes at the Federal, State, and local level are also part of the annual review. Revisions and updates to the EOP reflect lessons learned and the evolving needs of emergency management.

## 8 Authorities and References

### 8.1 Authorities

This plan is promulgated under the authority of the President of the College and managed under the Vice President for Administration and Finance, guided by the policies of BHCC and the BHCC Board of Trustees.

Additional authorities include:

- Presidential Policy Directive (PPD) – 8
- Homeland Security Presidential Directives (HSPD) - 7
- The Homeland Security Act of 2002
- The National Response Framework, Second Addition 2013
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288 (2013); PL 99-499 as amended
- The Code of Federal Regulations (CFR), Title 44
- The Americans with Disabilities Act of 1990; as amended in 2010
- Massachusetts Executive Order Number 469, 2005

### 8.2 References

- The Comprehensive Preparedness Guide 101, v.2 (CPG-101)
- The National Fire Protection Agency (NFPA) 1600
- The Emergency Management Accreditation Program (EMAP)
- Disaster Resistant Universities (DRU), FEMA
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, FEMA
- Guide for Developing High Quality Emergency Operations Plans for Institutions of Higher Education, US ED
- NIMS Training for K-12 Schools and Institutions of Higher Education, US ED
- NIMS Implementation Activities for Schools and Institutions of Higher Education, US ED
- Template for University Emergency Operations Plans, Virginia Department of Emergency Management
- Massachusetts Comprehensive Emergency Management Plan (CEMP), MEMA

## **APPENDICES**

Emergency Management Team Contact Sheet

Alternates and Subject Matter Experts

Emergency Management Team Incident Command Org and Seccession Chart

Acronyms and Abbreviations

Definition List

**Emergency Management Team (EMT) Contact Sheet**

<b>EMT Title</b>	<b>BHCC Title</b>	<b>Last</b>	<b>First</b>	<b>Office Phone</b>	<b>Email</b>
EMT Chair	VP of Administration and Finance	Pitcher	John	(617) 228-2208	jkpitcher@bhcc.edu
Member	Provost	Canniff	Jim	(617) 228-3407	jfcanniff@bhcc.edu
Member	Associate Vice President	Ginsberg	Jeffrey	(617) 228-2208	kginsberg@bhcc.edu
PIO/EMT Coordinator	ED of Integrated Marketing & Communications	Norton	Karen	(617) 228-2177	kmnorton@bhcc.edu
Public Safety	ED of Public Safety & Chief of Police	Barrows	Bobby	(617) 228-2241	rbarrows@bhcc.edu
Member	ED of Facilities Planning, Construction and Energy Management	Bigelow	Gary	(617) 936-1985	gbigelow@bhcc.edu
Member	CIO	Ogawa	Tim	(617) 228-2051	togawa@bhcc.edu

**Alternates and Subject Matter Experts**

<b>EMT Title</b>	<b>Last</b>	<b>First</b>	<b>BHCC Title</b>	<b>Office Phone</b>	<b>Email</b>
<b>Alternate</b>	Shedden	Matthew	Deputy Chief of Police	(617)228-2053	mcsbedde@bhcc.edu
<b>Alternate</b>	Liberty	Logan	Budget Director	617-228-3247	logan.liberty@bhcc.edu
<b>Alternate</b>	Moro	Nikki	Director of Communications and Digital Content	(617) 936-1913	nmoro@bhcc.edu
<b>Alternate</b>	George	Bobby	Director, Network Operations	(617) 228-3460	bobby.george@bhcc.edu
<b>Health Services</b>	Amerena	Denise	Coordinator, Health Services	(617) 228-2185	damerena@bhcc.edu
<b>Human Resources</b>	Ambrose	Molly	Associate Vice President of Human Resources	(617) 228-2457	mambrose@bhcc.edu
<b>Dean</b>	Chandler-Smith	Nuri	Dean of Academic Support & College Pathway Programs	(617) 228-2415	ngchandl@bhcc.edu
<b>Facilities Management (all locations)</b>	Chirichiello	John	Facilities Manager	(617) 228-3352	jchirich@bhcc.edu
<b>Dean of Students</b>	Kumahia	Justice	Dean of Students	(617) 228-3293	jkumahia@bhcc.edu
<b>Associate Provost Charlestown</b>	Taylor	Franklyn	Associate Provost – Charlestown Campus	(617) 228-2214	franklyn.taylor@bhcc.edu
<b>Associate Provost Chelsea</b>	Murillo	Alice	Associate Provost – Chelsea Campus	(617) 228-2102	amurillo@bhcc.edu
<b>Comptroller</b>	Leung	Sze Chun (Jay)	Comptroller	(617) 228-2427	sl250032@bhcc.edu
<b>Chief Equity and Compliance Officer</b>	Nahomi	Carlisle	Associate Vice President and Chief Equity and Compliance Officer	(617) 228-3311	nahomi.carlisle@bhcc.edu
<b>Functional Needs Support Services</b>	Smith	Vengerflutta	Coordinator, Disabilities Services (Interim Assistant Dean of Students)	(617) 336-5076	vengerflutta.smith@bhcc.edu
<b>Facilities</b>	Tortola	Heather	Director, Facilities Planning, Construction and Energy Management	(617) 336-5128	heather.tortola@bhcc.edu
<b>Academic Records</b>	Martin	Susan	Registrar	(617) 228 - 2135	susan.martin@bhcc.edu
<b>Alternate</b>	Hughes	Brendan	Director of Public Relations	(617) 228-3402	Brendan.hughes@bhcc.edu
<b>Grants</b>	Roller	Steve	ED of Grants	(617) 228-2394	sroller@bhcc.edu

**Emergency Management Team Incident Command Org and Seccession Plan**

Title	Primary	Secondary
EMT Chair	John Pitcher	Jeff Ginsberg
Public Safety	Bobby Barrows	Mathew Shedden
Operations/Logistics	Gary Bigelow	John Chirichiello
Planning/Finance	Jeff Ginsberg	Logan Liberty
Public Information	Karen Norton	Nicole Moro
CIO	Tim Ogawa	Bobby George
Provost	James Canniff	Franklyn Taylor/Alice Murillo

## Emergency Operations Plan

### **BHCC Organizational Chart**

The BHCC Organizational Chart is available on the [Human Resources website](#).

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### **BHCC EMT Site**

Access is granted to EMT members on pages 31 of this book.



## Acronyms and Abbreviations

AAR	After Action Report
BHCC	Bunker Hill Community College
BOEM	Boston Office of Emergency Management
BPD	Boston Police Department
BFD	Boston Fire Department
CEMP	Comprehensive Emergency Management Plan
CFR	Code of Federal Regulations
CFD	Chelsea Fire Department
CPD	Chelsea Police Department
ConOps	Concept of Operations
COOP	Continuity of Operations Plans
DPH	Department of Public Health
DR Plan	Information Technology Disaster Recovery Plan
DRU	Disaster Resistant Universities
EMAP	Emergency Management Accreditation Program
EMT	Emergency Management Team
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
HIRA	Hazard Inventory and Risk Assessment
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directives
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
MSP	Massachusetts Police Department
MEMA	Massachusetts Emergency Management Agency
NIMS	National Incident Management System
T&EP	Training and Exercise Plan

### Definition List

This list defines emergency management terms that appear in this plan, as well as terms that may be used during incident responses.

#### **Accessible**

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

#### **Command Post**

That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

#### **Command Section**

One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

#### **Continuity of Operations**

The effort to ensure an organization can continue its mission essential functions across a wide range of potential events.

#### **Continuity Plan**

A set of documented procedures developed to provide for the continuance of mission essential functions during an emergency.

#### **Decontamination**

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

#### **Emergency**

Any occurrence, or threat, whether natural or human-caused, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources.

#### **Emergency Alert System**

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

#### **Emergency/Disaster/Incident**

An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a

## Emergency Operations Plan

major emergency or disaster usually requires resources beyond what is available locally.

### **Emergency Management**

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include fire-fighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

### **Emergency Notification**

Emergency notification is the immediate notification, upon confirmation, to students or employees of a significant emergency or dangerous situation on campus that threatens health or safety. This definition is used in the Clery Act.

### **Emergency Operations Center**

A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

### **Evacuation**

Assisting people to move from the path or threat of a disaster to an area of relative safety.

### **Exercise**

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

### **First Responder**

Skilled personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence and the environment, such as government and non-governmental police, fire, emergency medical, search and rescue, emergency management, public health, public works and authorities.

### **Federal Disaster Assistance**

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

### **Functional Needs Populations**

Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent.

### **Hazard**

A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro-meteorological and biological) or induced by human processes (e.g. human-caused, which includes environmental degradation and technological hazards). Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterized by its location, intensity, frequency and probability.

### **Hazard Mitigation**

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

### **Hazardous Materials**

Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

### **Incident Action Plan**

An oral or written plan containing general objectives reflecting overall strategy for managing an incident.

### **Incident Command System**

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

### **Incident Commander**

The individual responsible for the management of all incident operations.

### **Initial Damage Assessment Report**

A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

### **Integrated Communications Plan**

This plan coordinates the use of available communications means and establishes frequency assignments for certain functions.

### **Logistics**

Providing resources and other services to support incident management.

### **Logistics Section**

The section responsible for providing facilities, services, and material support for the incident.

### **Mass Care**

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

### **Mitigation**

Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

### **Mutual Aid Agreement**

A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency situation.

### **National Incident Management System**

A system mandated by the federal Homeland Security Presidential Directive (HSPD) #5 that provides a consistent, nationwide approach for governments (federal, state and local), voluntary agencies and the private sector to work effectively and efficiently together to prepare for, respond to, and recovery from incidents, regardless of cause, size or complexity. NIMS uses a core set of concepts, principles and terminology.

### **National Response Framework**

A guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

### **National Weather Service**

The federal agency which provides localized weather information to the population and, during a weather-related emergency, to state and local emergency management officials.

### **Operational Period**

The time scheduled for executing a given set of operation actions as specified in the incident action plan. Operational periods can be of various lengths, although usually not over 24 hours.

### **Operations Section**

The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups

### **Planning Section**

Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

### **Preparedness**

The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

### **Prevention**

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

### **Presidential Declaration**

A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

### **Public Information Officer**

A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

### **Recovery**

Activities that address the short-term and long-term needs and the resources to assist, restore, strengthen and rebuild affected individuals and communities.

### **Resources**

Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

### **Response**

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs.

### **Section**

The organizational level having responsibility for a major functional area of incident management (for example, Operations, Planning, Logistics, Finance/Administration, and Intelligence, if established). The section is organizationally situated between the branch and the Incident Command.

### **Span of Control**

As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

### **Shelter-in-Place**

The use of a structure and its indoor atmosphere to temporarily separate individuals from a hazardous outdoor atmosphere.

### **State of Emergency**

The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude to warrant disaster assistance by the state to supplement local efforts to prevent or alleviate loss of life and property damage.

### **Terrorism**

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

### **Threat**

Any indication of possible violence, harm or danger.

### **Unified Command**

Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

### **Volunteer**

For purposes of the NIMS, a volunteer is any individual accepted by the lead agency to perform services by the lead agency. The lead agency has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

### **Warning**

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



## FUNCTIONAL ANNEXES

1. [Evacuation](#)
2. [Shelter-in-Place](#)
3. [Accounting for All Persons/Reunification](#)
4. [Health and Medical](#)
5. [Psychological Crisis](#)
6. [After Action Reporting](#)

## INCIDENT ANNEXES

- A. [Natural Events – Notice](#)
- B. [Natural Events – No-Notice](#)
- C. [Hazardous Materials Incident](#)
- D. [Active Shooter](#)
  - [D.1 DHS Active Shooter how to respond](#)
  - [D.2 DHS Active Shooter poster](#)
- E. [Bomb Threat](#)
  - [E.1. DHS Bomb Threat Guidance](#)
  - [E.2. Bomb Threat Checklist](#)
- F. [Suspicious Object/Package](#)
- G. [Mass Casualty Incident](#)
- H. [Pandemic or Disease Outbreak](#) Version 1.1, Revised 2020
- I. [Demonstrations and Protests](#)
- J. [Utility Failure](#)