Promulgation

The Tufts University Emergency Operations Plan that follows is university policy and procedures for the management of occurrences that threaten the safety and security of people, property, the environment, or critical operations on any of Tufts’ Massachusetts campuses. This plan, which supersedes all previous emergency operations plans, represents the evolution of more than 12 years of planning by the university beginning in 1999. It is designed to take into consideration the complexity and diversity of the university's varied campuses, schools, divisions and centers and is the work of a university-wide team.

Members of the Emergency Operations Plan Review Committee

*Names and titles reflect committee composition at the time of plan review in 2013. Subsequent revisions are reviewed by the Emergency Management Program Committee.*

Jean E. Ayers, Director of Digital Communications
University Relations

Geoffrey C. Bartlett, Director of Emergency Management, *Convener*
Department of Public & Environmental Safety

Windsor “Skip” Bigelow III, Assistant Director of Grafton Facilities
Facilities Services Department

Terese Daly, Senior Director of Administration & Finance
Friedman School of Nutrition Science & Policy

Laura A. DaRos, Associate Director, Office for Campus Life
Schools of Arts & Sciences and Engineering

Kenneth A. Goldsmith, Assistant Dean of Administration & Planning
School of Medicine

Matthew R. Hart, Continuity Planning Specialist
Department of Public & Environmental Safety

Peter T. Kelly-Joseph, Environmental Manager
Department of Public & Environmental Safety

Yolanda M. King, Director of Residential Life & Learning
Schools of Arts & Sciences and Engineering

Patricia Klos, Director of Dining and Business Services
Dining Services

Stephen Larson, Director of Environmental Health & Safety
Department of Public & Environmental Safety

Deputy Chief Linda R. O’Brien, University Police
Department of Public & Environmental Safety
Jean Poteete, Senior Campus Planner
Cummings School of Veterinary Medicine

Theresa M. Regan, Director of Enterprise Infrastructure
University Information Technology

Robert L. Reppucci, Director of Medford Facilities
Facilities Services Department

Anastassia Sullivan, Program Coordinator
Department of Public & Environmental Safety

Kimberly M. Thurler, Director of Public Relations
University Relations

Peter Van Tilborg, Contract Administrator
Purchasing Office, Finance Division

Approval and Implementation
This is the Emergency Operations Plan for Tufts University, superseding all prior documents promulgated for the same purpose.

On behalf of the plan development committee

Geoffrey C. Bartlett
Director of Emergency Management

Reviewed by

Patricia Campbell
Executive Vice President

David Harris
Provost and Senior Vice President

Approved by

Anthony Monaco
President
# Record of Changes

The version number format X.x.x indicates level of change since the previous version:

- **2.0.0** Maintenance: content correction, title or name change, typographical error
- **2.1.0** Minor: revision or addition of an annex; modification of an existing section
- **2.2.0** Major: substantial update, reorganization, or doctrinal change.

This list reflects changes made since the issuance of version 2.0.

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 23, 2014 2.0.1</td>
<td>Corrections to radio resources table 9 on p. 45: added FacSrv-B frequency, corrected tone for TPD-A. On p. 41 changed Roman numeral to Arabic numeral for consistency.</td>
</tr>
<tr>
<td>March 14, 2016 2.2.0</td>
<td>Typefaces changed to match latest university branding guidelines and improve print readability. Various department names updated or corrected. Changed “forecast event” to “forecast incident” to reflect accepted delineation that an event can be rescheduled. Added two reserved pages in Situation Overview. Warning duty added to role of the Public Safety Communications Center, and Office of Emergency Management duties added to Monitoring and Detection. Distance collaboration tools in Communications changed to reflect university’s adoption of WebEx to replace the Video Teleconference. Acronyms and Glossary updated to reflect latest terms. Removed reference to School of Dental Medicine in Mass Care, Housing and Human Services. Added Mutual Aid annex to implement National Intercollegiate Mutual Aid Agreement. Corrections to Hurricane Planning Checklist. Changes approved January 26, 2016, publishing delayed awaiting WebEx configuration details.</td>
</tr>
<tr>
<td>May 13, 2016 2.2.1</td>
<td>Screenshots and instructions for WebEOC updated to reflect latest software version (8.0) in Information Collection, Analysis, and Dissemination. The SMFA at Tufts (formerly School of the Museum of Fine Arts) campus added to Situation Overview. Table 8 (formerly table 7) amended to include University Counsel. WebEOC “Significant Events” boards renamed “Situational Awareness Log” in accordance with the new naming convention. The cover image was also updated. Long-Term Recovery removed as an emergency support function, to be incorporated in Recovery Plan.</td>
</tr>
<tr>
<td>September 27, 2016 2.3</td>
<td>Legal-style numbering added to section headings. Revised Management Responsibilities in Executive Summary to more accurate reflect resource support and mutual aid. General Considerations ¶ 2 updated to reflect inclusion of all preparedness mission areas, and all phases of emergency management. Use of “threat” to denote intentional hazards eliminated. Hazard summary of state</td>
</tr>
<tr>
<td>Date</td>
<td>Version</td>
</tr>
<tr>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>May 2, 2017 2.4</td>
<td></td>
</tr>
<tr>
<td>July 13, 2017 2.4.1</td>
<td></td>
</tr>
</tbody>
</table>

**Record of Distribution**

This plan is intended to be readily available to the entire Tufts community through electronic distribution. Personnel that are assigned roles in the plan receive a print copy.

The following planning and response partners have also received a copy:

**Emergency Management**

- Blackstone Valley Regional Emergency Planning Committee
- Boston Mayor’s Office of Emergency Management
- Grafton Emergency Management Agency
- Massachusetts Emergency Management Agency (MEMA)
- Medford Civil Defense
- Mystic Regional Emergency Planning Committee
- Somerville Fire Department Emergency Management Division
- Westborough Local Emergency Planning Committee

**Fire Service/Law Enforcement**

- Boston
- Grafton/Westborough
- Medford/Somerville

**Emergency Medical Services**

- Alert Ambulance Service, Inc.
- Armstrong Ambulance Service, Inc.
- Boston Emergency Medical Services
- Cataldo Ambulance Service, Inc.

**Public Health**

- Boston Public Health Commission
- Grafton Board of Health
- Medford Health Department
- Somerville Health Department

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6.2. Situation Reporting .................................................................................................................................. 50

7. Communications ........................................................................................................................................ 52
   7.1. Radio Communications Resource Availability ..................................................................................... 52
   7.2. Interoperable Communications ............................................................................................................. 52
   7.3. GETS ..................................................................................................................................................... 53
   7.4. Cache Radios ....................................................................................................................................... 53
   7.5. Cisco WebEx Meeting Center ................................................................................................................ 54
   7.6. Backup Audio Teleconference (ATC) .................................................................................................... 56

8. Administration, Finance, and Logistics ..................................................................................................... 57
   8.1. Administration ...................................................................................................................................... 57
   8.2. Finance ................................................................................................................................................ 58
   8.3. Logistics .............................................................................................................................................. 59

9. Plan Development and Maintenance ....................................................................................................... 60

10. Authorities and References ..................................................................................................................... 61
    10.1. Related Authorities ............................................................................................................................. 61
    10.2. Bibliography ..................................................................................................................................... 61
    10.3. Acronyms ......................................................................................................................................... 63
    10.4. Glossary .......................................................................................................................................... 67

11. Functional Annexes ............................................................................................................................... 80
    11.1. Warning .......................................................................................................................................... 80
    11.2. Population Protection ......................................................................................................................... 81
    11.3. Mass Care, Housing and Human Services ......................................................................................... 84
    11.4. Damage Assessment .......................................................................................................................... 85
    11.5. Oil and Hazardous Materials Response ............................................................................................. 85
    11.6. Volunteer and Donations Management ............................................................................................. 86
    11.7. Mutual Aid ....................................................................................................................................... 86

12. Hazard- and Threat-Specific Annexes .................................................................................................... 88
    12.1. Hurricane/Major Storm ....................................................................................................................... 88

viii   Version 2.4.1 – approved October 23, 2013, revised July 13, 2017
List of Figures

Figure 1 Relationship between the strategic (blue) and operational (orange) plans in the Emergency Management Program, this plan highlighted with a green, dashed outline. .................................................................13

Figure 2 Location of Massachusetts campuses, including municipal boundaries and major roadways. ..........15

Figure 3 Looking south toward the Boston health sciences campus at dusk, featuring the Dental Health Sciences Building vertical expansion completed in 2010. (Alonso Nichols/Tufts University) ............16

Figure 4 Boston health sciences campus map at 1:5,000 scale, including Tufts Medical Center buildings (light blue)........................................................................................................................................16

Figure 5 South-facing simulated aerial photo of the SMFA campus and environs. (Google Earth)..............17

Figure 6 SMFA campus map at 1:10,000 scale. Grounds of the Museum of Fine Arts are also depicted, but are not part of the SMFA at Tufts facilities. Outlying leased residential facilities are not depicted. .........19

Figure 7 Students in front of the Agnes Varis Campus Center, renovated in 2007-2008. (Kelvin Ma/Tufts University) ........................................................................................................................................20

Figure 8 Grafton campus map at 1:20,000 scale with 3m interval contour lines........................................21

Figure 9 Aerial photo of the Medford/Somerville campus looking south-southeast toward Somerville, Cambridge, and downtown Boston. (Steve Eliopoulos for Tufts University)...............................22

Figure 10 Medford/Somerville campus map at 1:10,000 scale with 3m interval contour lines, excluding some outlying buildings ........................................................................................................23

Figure 11 Four phases of no-notice incidents .................................................................................................28

Figure 12 Various configurations of the Incident Management Team and Emergency Operations Center. ....32

Figure 13 The Planning "P" for developing written actions plans for complex incidents lasting more than one operational period. (adapted from Federal Emergency Management Agency 2012, 6) ............33

Figure 14 Relationship between the three bodies involved in emergency operations ...............................35

Figure 15 Principal positions of a NIMS-compliant Incident Management Team, indicating corresponding identification vest colors for command staff and each section .........................................................37

Figure 16 Support functions of the EOC, separated into four sections similar to the Incident Command System (ICS). ........................................................................................................................................42

Figure 17 The composition and organization of the Executive Policy Group ..............................................43

Figure 19 WebEOC position and incident screen ..........................................................................................48

Figure 20 WebEOC position registration for an existing user .......................................................................48

Figure 21 WebEOC create account first two steps .......................................................................................48
List of Tables

Table 1 Geographic information for domestic campuses and outlying facilities.................................15

Table 2 Peak approximate daily population of the Boston health sciences campus based on enrollment and assuming 100% attendance, excluding visitors, guests, and clinical faculty, rounded to nearest 10. Affiliates include contractors and visiting scholars. .................................................................................................................................16

Table 3 Peak approximate daily population of the SMFA campus based on enrollment and assuming 100% attendance, excluding visitors and guests, rounded to nearest 10. Affiliates include contractors and visiting scholars. .................................................................................................................................18

Table 4 Peak approximate daily population of the Grafton campus based on enrollment and assuming 100% attendance, excluding visitors and guests, rounded to nearest 10. Affiliates include contractors and visiting scholars. .................................................................................................................................20

Table 5 Peak approximate daily population of the Medford/Somerville campus based on enrollment and assuming 100% attendance, excluding visitors and guests, rounded to nearest 10. Affiliates include contractors and visiting scholars. .................................................................................................................................22

Table 6 Highest risks in categories of natural, technological (unintentional), and intentional hazards.........24

Table 7 Hazards affecting the state from the commonwealth’s Comprehensive Emergency Management Plan (CEMP) .........................................................................................................................................................24

Table 8 Selected (17 of 32) Core Capabilities and responsible Tufts department(s) or external providers. .....25

Table 9 University departments/divisions and emergency support responsibilities........................................41

Table 10 WebEOC log priority levels and explanation. ....................................................................................49

Table 11 Radio Communications Resource Availability table in ICS 217A format........................................52

Table 12 Basic emergency resources and Tufts departments with expertise to coordinate sourcing............59
1. Executive Summary

1.1. Introduction
Tufts University recognizes its responsibility for managing emergency and disaster situations affecting the university. This plan is also designed to satisfy portions of the Higher Education Opportunities Act – 2008 requiring emergency response procedures, and adopts and implements the National Incident Management System (NIMS).

1.2. General Considerations
The plan is intended to address events – planned occurrences such as Spring Fling or commencement – and incidents – unexpected or forecasted occurrences beyond our control, such as a building fire or approaching hurricane – that require greater than day-to-day resources and coordination to protect safety, health, property, the environment, and critical operations. The plan is designed with consideration for the hazards presenting the greatest risk to the Tufts campuses in Boston, Grafton, and Medford/Somerville, Massachusetts – but is flexible enough to be used for all hazards – and to provide support for incidents occurring at remote locations including Talloires, France. Emergency responsibilities are assigned to Tufts departments with day-to-day functions that closely align with necessary emergency university support functions, enabling Tufts to provide many of the core capabilities for emergency response defined by federal preparedness guidance, and relying on contractors and government agencies to provide the remaining capabilities.

1.3. Organization and Roles
The Incident Commander (IC) operates on scene at an Incident Command Post (ICP or CP) designated at or the near the scene to address the direct impact of an incident or event. Most often a member of a public safety agency, the Incident Commander may join with representatives of other jurisdictions or disciplines to form a Unified Command for large, complex incidents. On-scene command is effected using the Incident Command System (ICS), a component of NIMS. (see p. 35)

The Emergency Manager operates in the Emergency Operations Center (EOC) and convenes representatives of designated departments to enable university support functions necessary to 1) address the indirect impact of an incident, including continuity of operations, and 2) provide support and guidance to the scene-based Incident Commander. The EOC can operate virtually using teleconferencing – particularly early following a no-notice incident – or in person at the partial or full level of activation. (see p. 40)

The Executive Policy Group is chaired by the Executive Vice President, or successor, and makes high-level policy decisions related to emergency operations. The policy group remains in close contact with the Emergency Manager through teleconference, a liaison in the EOC, or physical proximity. The Executive Policy Group chair is responsible for communicating with the President throughout the incident. (see p. 43)

1.4. Overview of Plan Implementation in an Emergency
Incidents impacting safety, health, property, the environment, or critical operations should be reported using the university’s emergency number 617-627-6911 to the Public Safety Communications Center, which also monitors regional information-sharing networks and weather alerts. The Communications Center will dispatch first responders to the scene and notify key personnel as directed by the Incident Commander.

The earliest phase of a no-notice incident is often chaotic and is characterized by the on-scene Incident Commander implementing life-saving actions and taking control of the response to prevent incident
expansion. The Incident Commander will notify a senior member of the Department of Public and Environmental Safety, who determines the need to designate an Emergency Manager and implement this plan. Once designated, the Emergency Manager is responsible for notification to other key decision makers and university resources, and determines what level of activation of the EOC is indicated.

Notification of the Executive Policy Group and EOC support functions may occur by telephone, text message, or by sending a pre-scripted TuftsAlert notification message to policy group and EOC personnel. Upon receipt of a notification, recipients should automatically join the Emergency Operations WebEx, where initial briefing and decision-making discussions can occur.

1.4.1. Emergency Operations Center (EOC) Activation Levels

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>None</td>
</tr>
<tr>
<td>3</td>
<td>Virtual</td>
</tr>
<tr>
<td>2</td>
<td>Partial</td>
</tr>
<tr>
<td>1</td>
<td>Full</td>
</tr>
</tbody>
</table>

During day-to-day operations, the Public Safety Communications Center acts as the de facto Emergency Operations Center until an EOC can be established.

Response coordinated via distance communication, including WebEx and WebEOC. Used immediately following a no-notice incident for initial briefing and decision-making discussions.

A physical EOC is opened. Selected functional areas are activated at the discretion of the Emergency Manager, and responsible officials report to the EOC.

A physical EOC is opened. All functions are activated and staffed. Incident duration may be extended, and staffing plans are developed for continuous, 24-hour operations.

1.5. Tools for Response Coordination

1.5.1. Cisco WebEx Meeting Center

The Emergency Operations WebEx is the immediate place of meeting in the event of a significant no-notice incident, and may be used on an ongoing basis when the EOC is activated at the “virtual” level of operation, or may be used to link a physical EOC to Department Operations Centers (DOCs), the Executive Policy Group, or individuals who need to be involved but cannot be physically present. (see p. 54)

<table>
<thead>
<tr>
<th>Web Address:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferencing Phone Number:</td>
<td>+1-617-627-6767 or x76767</td>
</tr>
<tr>
<td>Meeting Number/Access Code:</td>
<td></td>
</tr>
<tr>
<td>Video System Access Address:</td>
<td>@tufts.webex.com</td>
</tr>
</tbody>
</table>

1.5.2. WebEOC

While managing an event or incident at Tufts, WebEOC is used to keep a running activity log of events and response actions; share information about significant events with other WebEOC users within the university, and share more significant events with other institutions in The Boston Consortium for Higher Education (TBC) for situational awareness; and submit incident-related resource requests (from university departments, divisions, schools), and for those managing the incident to review and prioritize those requests. (see p. 47)

1.6. Administration and Plan Maintenance

Application of this plan is evaluated through exercise and incident After Action Reports (see p. 57). This plan is reviewed at least annually by the Director of Emergency Management. The Emergency Management Program Committee approves minor changes, and endorses major revisions. Changes are recorded on p. iv.
2. General Considerations and Planning Guidelines

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

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

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

![Figure 1 Relationship between the strategic (blue) and operational (orange) plans in the Emergency Management Program, this plan highlighted with a green, dashed outline.]

2.1. Purpose

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

The EOP is intended to provide an overall plan for managing and coordinating efforts to resolve the incident and manage the consequences, complemented by more specific plans, policies and procedures. Existing department-level or division-level plans should align with this university plan, and may be referenced as part of this plan.
2.2. Scope
The measures in this plan may be enacted in response to any circumstance that requires greater than day-to-day resources to protect safety, health, property, the environment, and/or critical operations, including:

- **Event:** a planned occurrence which requires resources greater than customary day-to-day staffing to ensure the safety and wellbeing of event participants, and the coordination of these resources to ensure a safe and successful outcome. Examples include matriculation, commencement, guest lectures requiring special security, and other large gatherings. *The key differentiator from “incident” is that an “event” can be rescheduled or cancelled.*

- **Forecast Incident:** an anticipated incident over which the university has no control, such as a hurricane, damaging thunderstorm, winter storm, or an expected large-scale protest.

- **No-notice Incident:** an unexpected occurrence, natural or human-caused, that requires emergency response to protect life, property or the environment. Examples include a fire, hazardous material release, major criminal act, earthquake, or utility failure.

2.3. Situation Overview
Tufts University (“Tufts”) is a private institution of higher education with more than 11,000 students from the United States and more than 100 other countries, and a Carnegie Classification of RU/VH (research university, very high research activity). In addition to an undergraduate college, Tufts has seven graduate and professional schools and has affiliated relationships with area museums, hospitals, and research facilities, including Tufts Medical Center.

The Tufts University European Center is located in Talloires, France. This plan addresses supportive actions that may take place in Massachusetts to address the impact of a crisis involving the European Center, but does not seek to address incident management in Talloires, which functions under a different system than that used in the United States.
### 2.3.1. Campus Locations

![Campus Map](image)

**Figure 2** Location of Massachusetts campuses, including municipal boundaries and major roadways.

<table>
<thead>
<tr>
<th>Campus</th>
<th>MEMA Region</th>
<th>County</th>
<th>Campus center point Latitude/Longitude</th>
<th>Campus center point US National Grid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston-Health Sciences</td>
<td>1</td>
<td>Suffolk</td>
<td>42°20'59&quot;N 71°3'42&quot;W</td>
<td>19T CG 30192 90665</td>
</tr>
<tr>
<td>Boston-SMFA</td>
<td>1</td>
<td>Suffolk</td>
<td>42°20'19&quot;N 71°5'48&quot;W</td>
<td>19T CG 27279 89501</td>
</tr>
<tr>
<td>Grafton</td>
<td>4</td>
<td>Worcester</td>
<td>42°14'43&quot;N 71°40'44&quot;W</td>
<td>19T BG 78986 80484</td>
</tr>
<tr>
<td>Medford/Somerville</td>
<td>1</td>
<td>Middlesex</td>
<td>42°24'27&quot;N 71°7'12&quot;W</td>
<td>19T CG 25547 97199</td>
</tr>
<tr>
<td>Facility and Address</td>
<td></td>
<td></td>
<td>Latitude/Longitude</td>
<td>US National Grid</td>
</tr>
<tr>
<td>Loj, 1 Potato Hill Rd, Woodstock, NH</td>
<td></td>
<td></td>
<td>43°58'48&quot;N 71°41'07&quot;W</td>
<td>19T BJ 84635 73157</td>
</tr>
<tr>
<td>Tufts Ambulatory Service</td>
<td></td>
<td></td>
<td>41°55'53&quot;N 71°59'49&quot;W</td>
<td>19T BG 51521 46503</td>
</tr>
</tbody>
</table>

| Facility and Address | | | |
|----------------------| | | |

Table 1 Geographic information for domestic campuses and outlying facilities.
2.3.2. Boston health sciences campus
Located in downtown Boston in the Chinatown neighborhood, the campus hosts health sciences research, graduate and pre-professional education, and clinical programs, including the School of Medicine, School of Dental Medicine, the Friedman School of Nutrition Science & Policy, and the Sackler School of Graduate Biomedical Sciences. University buildings are intertwined with buildings of Tufts Medical Center. Though a separate corporate entity, the medical center shares the university’s logo, some building infrastructure, and collaborates closely on medical education and research. The campus is also host to the Jean Mayer United States Department of Agriculture (USDA) Human Nutrition Research Center on Aging (HNRCA), operated by Tufts University and hosted in a federal building.

Table 2 Peak approximate daily population of the Boston health sciences campus based on enrollment and assuming 100% attendance, excluding visitors, guests, and clinical faculty, rounded to nearest 10. Affiliates include contractors and visiting scholars.

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Affiliates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,280</td>
<td>460</td>
<td>1,290</td>
<td>670</td>
<td>5,700</td>
</tr>
</tbody>
</table>

Figure 3 Looking south toward the Boston health sciences campus at dusk, featuring the Dental Health Sciences Building vertical expansion completed in 2010. (Alonso Nichols/Tufts University)
A rapid transit station is on campus, and the abutting Kneeland Street is a major city thoroughfare. The Massachusetts Turnpike, Interstate 90, passes 1 block south of the campus, 150 m (~500 ft) from the nearest university structure, and Interstate 93 southbound emerges from the Thomas P. O'Neill Jr. Tunnel east of the campus and passes 110 m (~350 ft) from several Tufts properties. Though the campus is 3 m (~10 ft) above sea level and close to the harbor, it does not lie in any identified FEMA flood zone (Federal Emergency Management Agency 2009). Based on June 2014 inundation maps, the campus is almost entirely within the storm surge inundation area for a category 1 direct strike hurricane, or a category 2 hurricane moving other than NW or WNW. The entirety of the Boston health sciences campus is in hurricane evacuation zone B, with portions of adjacent highways in evacuation zone A. (Army Corps of Engineers, et al. 2014).
2.3.3. Boston School of the Museum of Fine Arts campus

In 2016 Tufts University finalized an agreement with the Museum of Fine Arts (MFA) to transition the School of the Museum of Fine Arts (SMFA) to Tufts University, to become part of the School of Arts and Sciences. Known as SMFA at Tufts, the SMFA campus is located adjacent to the Museum of Fine Arts at the interface of the Fenway and Mission Hill neighborhoods in the city of Boston. SMFA at Tufts features fine arts instruction in a variety of physical, digital, and performance media, and a continuing association with the MFA.

Tufts University assumed responsibility for SMFA at Tufts on July 1, 2016.

Table 3 Peak approximate daily population of the SMFA campus based on enrollment and assuming 100% attendance, excluding visitors and guests, rounded to nearest 10. Affiliates include contractors and visiting scholars.

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Affiliates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>630</td>
<td>130</td>
<td>45</td>
<td>70</td>
<td>875</td>
</tr>
</tbody>
</table>

Figure 5 South-facing simulated aerial photo of the SMFA campus and environs. (Google Earth)
The Main Building of SMFA at Tufts is located at 230 Fenway, adjacent to the Museum of Fine Arts. Surface rail “T” green line service operates on tracks coincident with Huntington Avenue to the southeast of the facility. The facility is approximately 3 m (12 ft) above sea level, outside of an adjacent FEMA 1% flood zone (Federal Emergency Management Agency 2012) associated with the Fens waterway and park. The building is within the inundation zone for a category 2 hurricane, and falls within hurricane evacuation zone C (Army Corps of Engineers, et al. 2014).

The Mission Hill Building at 160 Saint Alphonsus Street, bordered on the southeast at 35 Pontiac Street, in the Mission Hill neighborhood of Roxbury Crossing, is 860 m (½ mile) to the southwest of the Main Building. Approximately 26 m (85 ft) above sea level, the building is outside of all identified flood, inundation, and hurricane evacuation zones.

Residential facilities in nearby neighborhoods are leased to provide a limited number of student housing units, and may vary in location from school year to school year. The hazard profile of these facilities will be assessed, but is not recorded in this document.
2.3.4. Grafton campus

Home to the Cummings School of Veterinary Medicine at Tufts University, the Grafton campus is located in rural central Massachusetts on part of the campus of the former Grafton State Hospital. Among renovated historic buildings (c. 1900) and new buildings, the school provides education, veterinary care for domestic small animals, ruminants, equines and other large animals, and wild animals, and world-class biomedical research including biosafety level 3 at the New England Regional Biosafety Laboratory.

Table 4 Peak approximate daily population of the Grafton campus based on enrollment and assuming 100% attendance, excluding visitors and guests, rounded to nearest 10. Affiliates include contractors and visiting scholars.

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Affiliates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>450</td>
<td>110</td>
<td>480</td>
<td>200</td>
<td>1,230</td>
</tr>
</tbody>
</table>

Sum does not equal total due to rounding error

Figure 7 Students in front of the Agnes Varis Campus Center, renovated in 2007-2008. (Kelvin Ma/Tufts University)
A northeast portion of the campus without buildings lies in the town of Westborough. A railway owned by CSX Transportation, Inc. lies adjacent to the north, carrying varied freight traffic as well as commuter trains on the Framingham/Worcester line that stop at the nearby Grafton station 385 m (¼ mile) from campus. The campus elevation ranges 114-150 m (375-492 ft) above sea level. A small portion of the southwest corner of the campus without structures is in a 0.2% annual probability FEMA flood zone (Federal Emergency Management Agency 2011).
2.3.5. Medford/Somerville campus

The original site of Charles Tufts’ vision for an institution of higher learning, the urban Medford/Somerville campus is home to the central administration, School of Arts & Sciences (undergraduate and graduate), School of Engineering (undergraduate and graduate), Fletcher School of Law and Diplomacy (graduate only), and Tisch College of Citizenship and Public Service (joint program). There are also numerous centers and special programs affiliated with these individual schools. Built atop and about Walnut Hill (42 m / 138 ft above sea level) and straddling the city boundary, the Medford/Somerville campus has the largest number and broadest variety of structures and facilities, including bench research laboratories, residence halls, vivaria, athletics facilities, offices, and classrooms.

Table 5 Peak approximate daily population of the Medford/Somerville campus based on enrollment and assuming 100% attendance, excluding visitors and guests, rounded to nearest 10. Affiliates include contractors and visiting scholars.

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Affiliates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,500</td>
<td>730</td>
<td>2,300</td>
<td>1,200</td>
<td>12,730</td>
</tr>
</tbody>
</table>

Figure 9 Aerial photo of the Medford/Somerville campus looking south-southeast toward Somerville, Cambridge, and downtown Boston. (Steve Eliopoulos for Tufts University)
An active railway bisects the campus on the Medford side, carrying mostly commuter rail traffic on the Lowell line, and a rapid transit extension is expected along this rail bed within the next eight years, placing a green-line “T” station immediately adjacent to campus property. The main campus ranges in elevation from 6-42 m (20-138 ft) and does not lie in any identified FEMA flood zone (Federal Emergency Management Agency 2012) (Federal Emergency Management Agency 2010); however, the non-campus Bacow Sailing Pavilion and Shoemaker Boat House both lie within 1% annual probability flood zones. Based on June 2014 inundation maps, the Alumni Fields across from 161 College Avenue, Medford, and 196-200 Boston Avenue (in Medford and Somerville) may be subject to flooding from a direct strike category 3 or higher hurricane. Portions of Alumni Fields without buildings are in hurricane evacuation zone A, and buildings north and east of Boston Avenue in evacuation zone B (Army Corps of Engineers, et al. 2014).
2.3.6. Hazard Identification and Risk Analysis Summary

Because resources are finite, the university should allocate prevention and preparedness resources towards those hazards that pose the greatest risk, a product of probability of the hazard and its impact, consisting of the vulnerability of a university asset to the hazard, and the consequence in life or property\(^1\).

\[ \text{Risk} = P \times (V \times C) \]

The resulting risk rating identifies those hazards that are more likely to affect the university, as well as those that are unlikely but extremely consequential should they occur. The university has also chosen to evaluate the risk posed by certain crimes and incidents that could be highly consequential in the higher education environment, in addition to traditional hazards identified from multiple sources.

Table 6 Highest risks in categories of natural, technological (unintentional), and intentional hazards.

<table>
<thead>
<tr>
<th>Natural Hazards</th>
<th>Technological Hazards</th>
<th>Intentional Hazards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquake</td>
<td>Energy Utility Failure</td>
<td>Active Shooter</td>
</tr>
<tr>
<td>Hurricane/Tropical Storm</td>
<td>Fire or Explosion</td>
<td>Explosive Device</td>
</tr>
<tr>
<td>Infectious Disease</td>
<td>Hazardous Material Release</td>
<td>Sexual Assault</td>
</tr>
<tr>
<td>Severe Thunderstorm</td>
<td>Pedestrian/Vehicle Collision</td>
<td>Suicide</td>
</tr>
<tr>
<td>Winter Storm/Blizzard</td>
<td>Water Utility Failure</td>
<td></td>
</tr>
</tbody>
</table>

Regional Impact

The Massachusetts Emergency Management Agency identifies the following hazards that could affect the commonwealth. State hazards coinciding with Tufts hazards are shown in **bold**.

Table 7 Hazards affecting the state from the commonwealth’s Comprehensive Emergency Management Plan (CEMP).

<table>
<thead>
<tr>
<th>Natural Hazards</th>
<th>Technological Hazards</th>
<th>Terrorism Scenarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drought</td>
<td><strong>Blackout</strong></td>
<td>Active Shooter</td>
</tr>
<tr>
<td><strong>Earthquake</strong></td>
<td>Bridge Failure</td>
<td>Biological Weapon</td>
</tr>
<tr>
<td>Flood</td>
<td>Commodity Shortage</td>
<td>Chemical Weapon</td>
</tr>
<tr>
<td>Hurricanes</td>
<td><strong>Dam Failure</strong></td>
<td>Cyber Attack - Data</td>
</tr>
<tr>
<td>Ice Jams</td>
<td>Nuclear Power Station -</td>
<td>Cyber Attack - Infrastructure</td>
</tr>
<tr>
<td>Ice Storms</td>
<td>Radiological Release</td>
<td><strong>Explosive Device</strong></td>
</tr>
<tr>
<td>Landslides</td>
<td>Transportation Accidents</td>
<td>Radiological Device</td>
</tr>
<tr>
<td><strong>Public Health Hazards</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>(Epidemic, Pandemic)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severe Nor’Easter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severe Winter Event</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thunderstorms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tornado</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tropical Storm</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wind Storms</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Adapted from *A Risk Analysis Standard for Natural and Man-Made Hazards to Higher Education Institutions* (ASME Innovative Technologies Group, LLC 2010)
2.3.7. Capability Assessment

Tufts University departments fill many of the same roles as local government agencies. The university is capable of providing selected Core Capabilities, and the corresponding Tufts departments that provide each capability are identified in Table 8.

Table 8 Selected (17 of 32) Core Capabilities and responsible Tufts department(s) or external providers.

<table>
<thead>
<tr>
<th>Core Capability</th>
<th>Tufts department(s) or external entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Transportation</td>
<td>Public Safety</td>
</tr>
<tr>
<td>Environmental Response/Health and Safety</td>
<td>Environmental Health &amp; Safety</td>
</tr>
<tr>
<td>Fatality Management Services</td>
<td>Office of the Chief Medical Examiner</td>
</tr>
<tr>
<td>Fire Management and Suppression</td>
<td>Local fire department</td>
</tr>
<tr>
<td>Health and Social Services</td>
<td>Student Affairs, Human Resources</td>
</tr>
<tr>
<td>Housing</td>
<td>Residential Life and Learning</td>
</tr>
<tr>
<td>Infrastructure Systems</td>
<td>Facilities Services, outside contractors</td>
</tr>
<tr>
<td>Intelligence and Information Sharing</td>
<td>University Police, law enforcement partners, Threat Assessment &amp; Management Teams</td>
</tr>
<tr>
<td>Logistics and Supply Chain Management</td>
<td>Procurement, Office for Campus Life (volunteers), University Advancement (donations)</td>
</tr>
<tr>
<td>Mass Care Services (Sheltering, Feeding, and Related Services)</td>
<td>Residential Life &amp; Learning, Dining Services</td>
</tr>
<tr>
<td>On-Scene Security, Protection, and Law Enforcement</td>
<td>University Police</td>
</tr>
<tr>
<td>Operational Communications</td>
<td>Public Safety, Tufts Technology Services</td>
</tr>
<tr>
<td>Operational Coordination</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>Planning</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>Public Health, Healthcare, and Emergency Medical Services</td>
<td>Health Service, Biosafety Office, Tufts EMS, Environmental Health &amp; Safety local public health, local EMS</td>
</tr>
<tr>
<td>Public Information and Warning</td>
<td>Communications, Office of Emergency Management, Public Safety Communications,</td>
</tr>
<tr>
<td>Situational Assessment</td>
<td>Office of Emergency Management</td>
</tr>
</tbody>
</table>

When the response needs of a given incident exceed the capacity of the university, or a capability not available within Tufts is required, emergency response officials will request assistance from the local jurisdiction, private contractors, other institutions, or from the state.

2.4. Planning Assumptions

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

- Campus population and activity varies at different times of the day, the week, and the year, but many critical functions occur around the clock, every day of the year.
- Each campus has unique needs and challenges, and may be affected differently by a regional emergency.

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• Incidents can occur with or without warning. Planning must consider rapid implementation in the instance of “no-notice” events.
• Some incidents and all disasters will require external assistance and cooperation with local government, private sector partners, state government, and federal government.
• Significant support, especially from federal agencies, may take at least 72 hours to arrive.
• Damage to campus infrastructure may also impair the capacity to coordinate response.
• Emergency functions performed by individuals and departments will generally parallel their normal day-to-day functions, though personnel may be reassigned if needed.
• Non-critical university functions not contributing to the emergency response may be temporarily suspended or operate in a diminished state.
• Undergraduate students, particularly those who rely upon the university for housing and meals, require more services and care than graduate students and employees (i.e., faculty and staff).
• Research activities create special hazards and response needs, including consideration for the welfare of research animals.
3. Concept of Operations
The university adopts the National Incident Management System (NIMS) and its subcomponent, the Incident Command System (ICS), for managing major events, emergencies and disasters. The Department of Public & Environmental Safety (Public Safety) and the Director of Emergency Management are charged with coordinating emergency operations.

3.1. Plan Implementation
The Emergency Operations Plan (EOP) may be implemented by the Director of Emergency Management, Director of Environmental Health & Safety, Deputy Chief of University Police, Deputy Director of Public & Environmental Safety, Director of Public & Environmental Safety, Director of Facilities Services, President, Executive Vice President, Vice President for Operations, or by any person acting as Incident Commander.

3.2. Monitoring and Detection
The Public Safety Communications Center serves as the university’s continuously operating warning point for receiving reports of emergencies, monitoring hazards, and disseminating information. The functions provided by the Communications Center include:

- Receiving emergency and non-emergency calls from the Tufts community;
- Monitoring campus alarm systems for detection of fire, building system failure, physical security breach, or other abnormal conditions;
- Communicating with first responders and local and state public safety agencies;
- Monitoring regional and state radio and teletype communication systems;
- Monitoring National Weather Service all-hazards warning messages;
- Making notifications, as appropriate, to university officials and outside agencies; and
- Issuing warnings in accordance with the university’s Emergency Notification Policy.

3.2.1. Office of Emergency Management
In addition to the continuous monitoring role performed by the Public Safety Communications Center, the Office of Emergency Management monitors hazards and information sources including:

- National Weather Service outlooks, forecasts, and alert products;
- Intelligence products from the state and regional fusion centers, and federal sources; and
- The Massachusetts Health and Homeland Alert Network (HHAN).

3.3. Initial Actions: “What to do if you discover an incident”
Typically, incidents involving Tufts will come to the attention of an employee by observation or telephone notification. The first employee discovering or receiving information about an incident will do the following:

1. Report the incident to Public Safety by calling 617-627-6911 (x66911 from a campus phone). In case of fire on the Boston health sciences and SMFA campuses, dial 911 first to report the fire to the Boston Fire Department.
2. Provide the following information:
   - Location of incident
   - Telephone number you’re calling from (as a call back)
• Nature of incident
• Severity of injuries or property damage
• Your name

3. Take action to protect personnel, visitors and property. This might include:
• Moving people away
• Isolating and securing the area
• Providing assistance as needed to the public and university personnel
• Directing public safety responders to the scene
• Detailed guidance for various emergencies is contained in the Emergency Response Guide at emergency.tufts.edu/guide and also available in print.

3.4. Incident Phases
No-notice incidents are characterized by four phases:

![Crisis On Scene Management Executive Management Recovery](image)

Figure 11 Four phases of no-notice incidents.

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

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

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

3.4.2. On-Scene Management Phase
Emergency response at the physical scene is managed using the Incident Command System (ICS). The person having assumed command during the crisis phase is the Incident Commander (IC), and has overall authority and responsibility for conducting incident operations at the incident site. Incident Command may be

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5 Adapted from Critical Incident Management: A Complete Response Guide, Second Edition (Faggiano, McNall and Gillespie 2012)
transferred to successor ICs as the needs of the incident dictate, until the conclusion of the on scene phase and the termination of command.

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

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

3.4.4. Recovery Phase and Continuity of Operations
Following the resolution of the immediate safety and security concerns of an incident, the university will enter the recovery phase. This period may last hours for a small incident, or could last years following a major incident. The recovery phase is not addressed in detail in this plan.

Continuity of Operations, sometimes aligned with the recovery phase, is the effort to carry on or promptly resume critical functions. University continuity plans are developed and enacted at the department level, and complement this plan. University policy\(^4\) requires that departments supporting emergency operations complete and maintain a continuity plan. Other departments interested in developing a continuity plan should visit emergency.tufts.edu/continuity for more information.

3.5. Accommodating People with Access and Functional Needs
Emergency response options and messages must consider the needs of people with disabilities, limited English proficiency, or functional limitations such as lack of transportation, including:

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

Because of the nature of the relationship of the university to its students and employees, it is possible to know in advance of community members with access or functional needs. In a 2011 survey of employees respondents self-identified 2.4% with mobility limits, 12.2% responsible for care of children or patients, and up to 2% with a hearing, vision, cognitive or language challenge to communication. The Director of Emergency Management is charged with coordinating with the Office for Equal Opportunity, Student

\(^4\) emergency.tufts.edu/continuity/policy
Accessibility Services, and student affairs officers before and during disasters to ascertain the supportive requirements of members of the community with access and functional needs and enact plans and response provisions to accommodate their requirements, such as:

- In conjunction with the Fire Marshal, developing pre-plans for evacuation of individuals who may require assistance or additional time;
- Ensuring emergency messages are issued visually and aurally, or are formatted for ease of processing by accessibility devices such as screen reader software; and are in clear, easy to understand language; or
- Accommodating physical access, medical, or emotional needs in evacuation and shelters.

3.6. Threat Severity Level
The EOP uses three threat severity levels to scale Tufts’ response depending on the scope and severity of the situation. Characteristics of each level are discussed below. Examples are also given, although they are not a complete listing of possible situations that could occur.

<table>
<thead>
<tr>
<th>Description</th>
<th>Characteristics</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Level 4: The day-to-day status wherein on-duty personnel routinely resolve very minor situations without implementing the general emergency measures contained in this plan. | - No immediate danger or emergency exists, but the potential is present.  
- A minor incident occurs that appears to be of short duration.  
- The situation is limited in scope and can be managed by the appropriate administration. | - Minor traffic accident.  
- Medical emergency.  
- A fire alarm or minor outside fire that is extinguished. |
| Level 3 – Minor: A Level 3 situation involves a minor event that is occurring or may occur that could negatively affect the Tufts community. | - The potential danger is real; Tufts personnel should be prepared to react.  
- The situation has the potential for expanding beyond a specific area.  
- The situation may continue for an extended period.  
- Resolving the situation may require resources in excess of those available locally. | - A severe storm watch issued by the National Weather Service.  
- A fire or hazardous materials incident within two (2) miles of the campus.  
- A minor building system problem.  
- A local power outage. |
| Level 2 – Alert: A Level 2 situation indicates a risk exists or a situation is about to occur that will impact one or more Tufts facilities, students, and/or employees. The presented risk requires that a preparatory status be adopted. | - The potential danger is real; Tufts personnel should be prepared to react.  
- The situation has the potential for expanding beyond a specific area.  
- The situation may continue for an extended period.  
- Resolving the situation may require resources in excess of those available locally. | - A tornado, hurricane or blizzard warning issued by the National Weather Service.  
- A major fire or hazardous materials incident within one-half (½) mile of a Tufts University property.  
- A major building system failure.  
- An incident at a Tufts University property that, although being handled by the appropriate administration, may need additional resources. |
### 3.7. Incident Priorities
In all emergency operations, the following overarching considerations will be prioritized:

1. Life, safety, and health;
2. Property protection, including research materials and intellectual property;
3. Environmental protection; and
4. Restoration of essential functions, including necessary dependencies (e.g., utilities).

An additional priority, coordination among appropriate stakeholders, extends across all priorities and phases of the incident.

### 3.8. Incident Roles and Responsibilities

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

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

In addition to the **command** position(s), the Incident Management Team may include up to four sections\(^5\) of general staff:

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

\(^5\) Situations requiring the activation of the optional fifth section, Intelligence/Investigations, are beyond the capabilities of the university and are not addressed in the EOP. If necessary, a small-scale Intelligence/Investigations function may be activated as part of the Operations Section, Planning Section, or as a member of the Command Staff.
• **Finance/Admin Section** where incident costs, employee time records, and procurement costs are managed.

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

The activation of an Incident Management Team or an Emergency Operations Center is flexible and dependent on the needs of the particular event, depicted in Figure 12:

![Various configurations of the Incident Management Team and Emergency Operations Center.](image)

The EOC also maintains a connection to the **Executive Policy Group (EPG)**, consisting of senior leadership, making overarching policy and response coordination decisions.

### 3.9. Incident Action Planning

A short-term incident may be managed with verbal directives, or ad hoc planning by the Incident Commander. Longer-term incidents that enter multiple periods, complex incidents with multiple jurisdictions and multiple agencies, and pre-planned events require formal planning and a written Incident Action Plan (IAP). The “Planning ‘P’” in Figure 13 forms the basis for moving from the “crisis phase” to a managed planning process during an incident. The FEMA ICS Forms Booklet\(^6\) provides basic forms that are useful for developing an IAP, and may be supplemented by narrative planning documents.

3.10. Assistance from Local Jurisdictions

In responding to an emergency or disaster, Tufts University is required to make full use of the facilities, equipment, supplies, personnel, and resources of private agencies and suppliers.

When an emergency or disaster is beyond the local management capability of Tufts University, and local resources are inadequate, the Incident Commander or Emergency Manager may obtain assistance from other political subdivisions and state government by submitting such request through the local, municipal emergency response agencies, who will request access to state and federal resources.

Figure 13 The Planning "P" for developing written actions plans for complex incidents lasting more than one operational period. (adapted from Federal Emergency Management Agency 2012, 6)
4. Organization and Assignment of Responsibilities

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

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

Conversely, the Executive Policy Group chair must keep the president informed about the situation and the status of the university response. Despite the established role of the Public Information Officer, “following a disaster, the president is the chief public relations officer and the personification of the institution.” Even in non-disaster emergencies, social media has afforded the president an unprecedented level of interaction directly with the community. It is therefore crucial that the president is provided timely information.

4.1.1. Succession of Authority
Unless otherwise directed by the Board of Trustees or the Executive Committee, the Provost shall, in the absence of or incapacity of the President, or in the event of a vacancy in the office of President, serve as Acting President and exercise the powers and duties of the President.8

4.1.2. Responsibilities of the Executive Vice President; Delegation of Authority
As the officer of the corporation responsible to the President for administration of university operations9, the Executive Vice President is also principally responsible for emergency operations. The Executive Vice President, or the successor, effectuates emergency operations by delegating select responsibilities and authorities to the Incident Commander and Emergency Manager as specified in this section, and chairing the Executive Policy Group, as described in § 4.3.4 on page 43.

In the absence or unavailability of the Executive Vice President, the Vice President for Operations assumes the emergency operations responsibilities of the Executive Vice President. If neither the Executive Vice President nor the Vice President for Operations are available, the responsibilities succeed to the Provost, then to the President.

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7 (Rinella 2007, 3)
8 Bylaws of Trustees of Tufts College, article III section 4
9 ibid., article III section 5
Emergency operations are managed by up to three separate organizational bodies with separate, complementary duties.

**Figure 14 Relationship between the three bodies involved in emergency operations**

### 4.2. On-Scene Command

#### 4.2.1. Incident Commander

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

**Authorized Personnel and Responsibilities**

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

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

- **Extended incident:**
  - Public Safety director-level personnel
  - Police department station commanders
The role of the Incident Commander (IC) is to manage and coordinate the joint response to incidents affecting Tufts University. In that capacity, the IC may direct personnel, take actions and implement procedures as necessary to resolve the incident.

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

- Assure completion of the Seven Critical Tasks (page 28)
- Classify the threat severity level by matching situation facts to threat criteria.
- Take protective action to stabilize the scene.
- Activate appropriate ICS functions.
- Establish a unified command structure with responding agencies, if necessary.
- Conduct initial briefing of the IMT.
- Set specific objectives and direct that incident action plans be developed.
- Brief all Command Post personnel on incident action plans.
- Continually review and update incident action plans with the IMT.
- Approve all incident information released to the news media.
- Set objectives and approve plans for returning to normal operations.

**Build and Maintain a Command Organization**

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

**Unified Command**

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

All authorized response agencies and organizations will contribute to:

- Determining overall response objectives
- Selecting response strategies
- Ensuring joint planning and application of tactical activities
- Maximizing use of available resources
4.2.2. Incident Management Team

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

The Incident Management Team (IMT) will be responsible for carrying out the directives of the IC. Additional functions can be created and activated as needed. For purposes of job action sheets and checklists, the university adopts the *NIMS Incident Command System Field Guide* 2nd Ed. (Jones and Informed 2011).

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

![Figure 15 Principal positions of a NIMS-compliant Incident Management Team, indicating corresponding identification vest colors for command staff and each section.](image)

**Command Staff**

**Public Information Officer**

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

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

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

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

**Liaison Officer**

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

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

**General Staff**

**Operations Section Chief**

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

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

**Planning Section Chief**

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

- Provide briefing on incident size and scope to all personnel.
- Deploy and supervise personnel as needed to gather and assess information.
- Participate in planning sessions, concentrating on obtaining the information needed for decision-making.
- Prepare estimates of incident escalation or de-escalation.
Logistics Section Chief
The Logistics Section provides facilities, services and other resources required for the incident.
Responsibilities include:

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

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

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

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

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

Emergency Operations Center (EOC) and the Executive Policy Group (EPG)
During a major incident involving multiple sites or direct Tufts impact, an Emergency Operations Center is established under the direction of an Emergency Manager to oversee incident consequences, ensure continuity of operations, and provide support to the scene-based Incident Management Team(s) and Incident Commander(s). The EOC is tasked with coordinating operational, resource, and planning activities, and establishing policy through the Executive Policy Group. The focus of the EOC is managing the “impact” of the event, not the resolution of the specific incident. Secondly, the focus of an EOC is to provide support and guidance to the scene-based teams, not micro-manage their activities.

The Executive Policy Group is a separate element of the EOC structure where top management personnel come together to make major policy decisions. They also serve to insulate the Emergency Manager from inquiries into the incident from high-level entities, such as local community leaders, government officials, or university trustees.

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

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

The EOC will alert points of contact for departments affected by the emergency. Those departments with established COOP plans in the Tufts Continuity Planner\(^\text{10}\) should access their plan, in print or online, and begin to make necessary notifications within their own department.

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

4.3.1. Emergency Manager

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

\(^\text{10}\) Refer to [http://emergency.tufts.edu/continuity/](http://emergency.tufts.edu/continuity/) for more information.
The following individuals are authorized to assume the position of Emergency Manager:

- Director of Emergency Management
- Executive Director of Public & Environmental Safety/Chief of Police
- Director of Environmental Health & Safety
- Deputy Director of Public & Environmental Safety
- Deputy Chief of University Police

4.3.2. Emergency Operations Center (EOC)

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

University support functions are loosely based on the Emergency Support Functions (ESFs) contained in the National Response Framework, and paralleled in the Commonwealth of Massachusetts Comprehensive Emergency Management Plan as Massachusetts ESFs (MAESFs) and the City of Boston Emergency Operations Plan as Local Emergency Support Functions. Where comparable functions exist, the related ESF or MAESF number is noted in Table 9.

Table 9 University departments/divisions and emergency support responsibilities.

<table>
<thead>
<tr>
<th>University Department</th>
<th>University Support Function(s) (related ESF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining Services</td>
<td>Food and Water (ESF11)</td>
</tr>
<tr>
<td></td>
<td>Private Sector Coordination (on-campus retail contractors)</td>
</tr>
<tr>
<td>Division of Laboratory Animal Medicine (DLAM)</td>
<td>Animal Protection (MAESF11)</td>
</tr>
<tr>
<td></td>
<td>Boston and Medford/Somerville campuses</td>
</tr>
<tr>
<td>Environmental and Population Health – Farm Service</td>
<td>Agriculture and Natural Resources</td>
</tr>
<tr>
<td></td>
<td>Grafton campus</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>Oil and Hazardous Materials Response (ESF10)</td>
</tr>
<tr>
<td>Facilities Services</td>
<td>Energy (ESF12)</td>
</tr>
<tr>
<td></td>
<td>Public Works and Engineering (ESF3)</td>
</tr>
<tr>
<td></td>
<td>Agriculture and Natural Resources [grounds]</td>
</tr>
<tr>
<td></td>
<td>Damage Assessment</td>
</tr>
<tr>
<td></td>
<td>Debris Management</td>
</tr>
<tr>
<td>Finance Division</td>
<td>Cost Tracking</td>
</tr>
<tr>
<td></td>
<td>Claims/Compensation [for losses/injury]</td>
</tr>
<tr>
<td></td>
<td>Damage Assessment [via adjusters]</td>
</tr>
<tr>
<td>Health Service</td>
<td>Public Health and Medical Services (ESF8)</td>
</tr>
<tr>
<td></td>
<td>Medford/Somerville campus</td>
</tr>
<tr>
<td>Laboratory Animal Medicine Service (LAMS)</td>
<td>Animal Protection (MAESF11)</td>
</tr>
<tr>
<td></td>
<td>Grafton campus</td>
</tr>
<tr>
<td>Local fire department</td>
<td>Firefighting (ESF4)</td>
</tr>
<tr>
<td></td>
<td>Search and Rescue (ESF9)</td>
</tr>
<tr>
<td>Office for Campus Life</td>
<td>Volunteers (MAESF7)</td>
</tr>
<tr>
<td>Office of Residential Life and Learning</td>
<td>Mass Care, Housing (ESF6)</td>
</tr>
<tr>
<td></td>
<td>Medford/Somerville and SMFA campuses</td>
</tr>
</tbody>
</table>
At the discretion of the Emergency Manager, when the number of functional areas necessary to coordinate response exceed manageable span of control, the Emergency Manager may organize support functions in sections, appointing one person to coordinate each section, as in Figure 16, with Public Information reporting directly to the Emergency Manager.

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

**4.3.3. Succession of EOC Management, Transfer of Duty**

The Emergency Manager remains obligated to the duties of the role until relieved by a successor, or the EOC is deactivated. A person serving as in an EOC position will continue to do so until relieved by a successor, or
the function is suspended or ended by direction of the Emergency Manager. When transferring duty to a successor:

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

4.3.4. Executive Policy Group
The Executive Policy Group consists of select members of university senior leadership responsible for maintaining continuity of university operations and making high-level policy decisions related to emergency operations. The Executive Policy Group works through the EOC, and should be in regular communication with the EOC via conference bridge or videoconference, by assigning a liaison, or by physical proximity.

The Executive Vice President, or the successor as defined in § 4.1.2, chairs the group. As time and circumstances necessitate, the chair may act independently on behalf of the Executive Policy Group without assembling or consulting the other members when policy decisions must be made and communicated quickly, such as closing a campus. In such cases the chair will inform the group as soon as practical. The chair may invite additional at-large members to join the policy group based on the needs and circumstances of a particular incident. The chair is responsible for communicating with the President.

![Figure 17 The composition and organization of the Executive Policy Group.](image)

**Executive Policy Group-Extended**
As an incident evolves, and time and circumstances allow for more consultative, deliberative decision making, the chair may invoke the extended composition of the Executive Policy Group, adding the following members: Senior Vice President for University Advancement, Vice President for Finance & Treasurer, Vice President for Human Resources, Vice President for Information Technology & Chief Information Officer,
Vice President for Communications and Marketing, Vice Provost for Research, and the school dean (or center director) of any affected school(s) or center including Arts & Sciences, Cummings, Dental Medicine, Engineering, Fletcher, Friedman, Human Nutrition Research Center on Aging, Medicine (including Sackler), and School of the Museum of Fine Arts.
5. Direction, Control, and Coordination

5.1. Incident Command

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

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

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

5.1.1. Integration of Outside Agencies and Unified Command

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

5.2. Emergency Operations Center

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

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

5.2.1. Emergency Operations Center Locations

Designated rooms on each campus are able to function as an EOC in an emergency, or as a satellite to a centralized EOC on another campus:

<table>
<thead>
<tr>
<th>Campus</th>
<th>Primary EOC</th>
<th>Alternate EOC(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston-</td>
<td>Jaharis Center room 118 150 Harrison Avenue</td>
<td>M&amp;V room 105 136 Harrison Ave HNRCA Mezzanine Conference Room 711 Washington Street</td>
</tr>
<tr>
<td>Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sciences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boston-</td>
<td>230 Fenway room A105</td>
<td>160 Saint Alphonsus Street Police roll call room</td>
</tr>
<tr>
<td>SMFA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grafton</td>
<td>Kohnstamm Conference Room Mayer Administration Building 200 Westborough Road</td>
<td>Wood Conference Room Bernice Barbour Wildlife Medicine Building, 50 Willard Street</td>
</tr>
</tbody>
</table>
The Emergency Manager is responsible for managing the EOC operations during extended emergencies. For continuity of operations at the EOC, a line of command and succession will be established.

In the event of a Level 1 emergency situation, the EOC command structure will be organized into two teams to operate continuously on a 24-hour basis. Each team will be assigned to 12-hour shifts to be designated by the Emergency Manager based on the conditions of the incident.

### 5.2.2. Emergency Operations Center Activation Levels

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

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Suitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>None</td>
<td>During day-to-day operations the Public Safety Communications Center acts as the de facto Emergency Operations Center, providing the coordination and notification functions when an incident occurs, until an EOC can be established.</td>
</tr>
</tbody>
</table>
| 3     | Virtual     | • Minor or short-duration incidents.  
          • May be necessary in the initial phase of a no-notice incident. |
| 2     | Partial     | A physical EOC is opened. Selected functional areas are activated at the discretion of the Emergency Manager, and responsible officials report to the EOC.  
          • More complex incident requiring face-to-face interaction.  
          • Forecast severe weather, when responsible officials might be unable to respond to campus if the situation worsens during the storm. |
| 1     | Full        | A physical EOC is opened. All functions are activated and staffed. Incident duration may be extended, and staffing plans are developed for continuous, 24-hour operations.  
          • Major disaster.  
          • Complex incident requiring coordination of university resources and outside responders. |

### 5.2.3. Multi-Agency Coordination System (MACS)

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

Incident managers are often challenged to understand the full scope and nature of an incident, due to the inherent difficulty in fusing a variety of sources of incomplete information. To assist in developing a common operating picture, sharing information with response officials, and retaining documentation, the university has selected a web-based software tool that’s also used by government emergency management agencies and several nearby institutions of higher education.

6.1. WebEOC®

Tufts University has partnered with The Boston Consortium for Higher Education (TBC) and eight other Boston-area institutions to share an instance of WebEOC®, a web-based, virtual, collaborative incident management tool. Along with allowing us to share relevant information among several local peer institutions, it also allows participating institutions to reciprocally share information with MEMA, Boston Office of Emergency Management, Massachusetts Department of Public Health and some local agencies.

6.1.1. Functions of WebEOC

During the course of managing an event or incident at Tufts University, WebEOC is used to:

- Keep a running activity log of events and response actions;
- Share information about significant events with other WebEOC users within the university, and share more significant events with other institutions in TBC for situational awareness; and
- Submit incident-related resource requests (from university departments, divisions, schools), and for those managing the incident to review and prioritize those requests.

6.1.2. Accessing WebEOC

WebEOC works on Mac OS, Windows, and has partial functionality on mobile browsers via a smartphone or tablet. Use a modern web browser (e.g. Firefox, Safari, Chrome, Internet Explorer), and disable pop-up blockers or allow an exception for the WebEOC site. Go to:

![WebEOC login screen](image)

Figure 18 WebEOC login screen.

Login using your Tufts email address as your username and your WebEOC password (different from your Tufts password), OR click New User... if this is your first time accessing WebEOC and see the New User instructions on the next page.
Three failed login attempts will lock your account. If you forgot your password, click *Forgot…* at the bottom of the login window for self-service password reset – you must have access to the email address used to create your account to reset your password.

![WebEOC 8.0 Login](image)

*Figure 19 WebEOC position and incident screen.*

On the screen that follows choose your assigned position and the current event or incident. If you have been provided a Position Access Code, click *Register for a Position* and enter the position name and access code.

![Position Registration](image)

*Figure 20 WebEOC position registration for an existing user.*

In the final step of the login process, enter your current contact details. This information is made available to other WebEOC users who may need to contact you by telephone or email.

**New User**

If this is your first time logging in to WebEOC and you have been provided a Position Access Code, at the login screen click *New User?* and enter the position name and access code to begin to create your account.

![Create Account](image)

*Figure 21 WebEOC create account first two steps.*

Enter your Tufts (or other agency) email address as the User Name, a password of your choice, and your Tufts (or other agency) email address. Ignore the remaining fields.

**6.1.3. Using WebEOC**

This is a quick reference, and is not intended to replace training or more detailed user documentation.
Making a Log Entry

In the WebEOC menu, Boards (or Boards MEMA Fusion) section, click Activity Log. Based on your position you will be assigned to one of five section logs: Command, Operations, Planning, Logistics, Finance.

In the top-right of the Log window, click New Record. When recording priority, use the following guide:

Table 10 WebEOC log priority levels and explanation.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Injuries, major property damage or operational interruption</td>
</tr>
<tr>
<td>Medium</td>
<td>Minor injury, or moderate property impact</td>
</tr>
<tr>
<td>Low</td>
<td>Little to no threat to safety</td>
</tr>
<tr>
<td>Information Only</td>
<td>Information only</td>
</tr>
</tbody>
</table>

When recording location, latitude and longitude, or a street address able to be mapped (e.g. 123 Main Street, Northville, MA) is preferred. A named location such as “North Hall” cannot be mapped.

Viewing the Situational Awareness Log

In the WebEOC menu, Boards MEMA Fusion section, click University Situational Awareness Log to see university events.

Additional situational awareness logs may be available for visibility of what is happening at other institutions, locally, and regionally for major incidents/events.

Consortium Situational Awareness Log

Boston Significant Events*

Statewide Situational Awareness Log*

TBC WebEOC participating colleges/universities
Nine Metro Boston Homeland Security Region communities
Massachusetts Emergency Management Agency

* Boards that may be available, depending on the scope, scale, and geography of the incident/event.
Submitting a Resource Request

In an extended emergency, lasting days or longer, the Emergency Operations Center may determine the need to use WebEOC to track and prioritize resource needs throughout the university. To request resources, click Resource Request under Boards in the WebEOC menu, then click New Record in the top right to start a new request.

![Resource Request Form](image)

**Figure 24** WebEOC form to submit a new resource request to the Emergency Operations Center.

6.2. Situation Reporting

The Situation Report or “SitRep” is a periodic written update prepared to analyze, document, and share incident conditions and activities to inform members of the Emergency Operations Center, Executive Policy Group, and other incident management stakeholders. The Emergency Manager is responsible for preparing the Situation Report or designating someone to prepare the report.
6.2.1. Frequency
The time interval between successive Situation Reports is determined by the Emergency Manager and will vary based on the circumstances of the incident:

- In the initial phases of the incident there may be verbal briefings before written situation reporting begins. The first written Situation Report should summarize any previous verbal briefings.
- Reports may be issued hourly or every several hours in early phases of an incident.
- Situation reporting may occur daily for an incident lasting a week or more, or weekly for an incident lasting weeks or months (e.g., an infectious disease emergency).
- The frequency of situation reports may change over the course of an incident response.
- The target time interval for the next report should be determined and recorded in each Situation Report at the time it is issued.

6.2.2. Analysis
A Situation Report should provide information in context to provide readers with meaning that allows them to make decisions about further incident management priorities and policy decisions.

- Collect current information from EOC representatives, and rely on those with subject matter expertise to frame information with meaning.
- Indicate trends between reports, e.g., whether a measured condition is increasing or decreasing.
- Provide updates on open issues from previous reports.
- Indicate when an issue is resolved in one situation report, and remove it from further reports.

6.2.3. Preparing the Report
The Situation Report should be a straightforward narrative, suitable for electronic delivery. No format is prescribed, and it should use simple, left-justified text. Form ICS 209\textsuperscript{11} is useful for suggested content to include, but the report should not be submitted on this form. The narrative should use a professional tone in the third person, favoring position titles over proper names. Do not quote and do not editorialize. The Situation Report should be:

- Clear – use plain language, avoiding jargon, technical terminology, and acronyms;
- Concise – avoiding filler language;
- Confirmed – report facts, avoid speculative information;
- Current – report on timely information, avoid including the same information in successive reports unless it is necessary for context.

6.2.4. Distribution
Copy the text of the Situation Report in WebEOC as an Activity Log record, Event Type: Situation Report flagged as a University Significant Event, and a Consortium Significant Event if appropriate (see § 6.1.3). At the discretion of the Emergency Manager, the Situation Report may be distributed by email to ensure that recipients who may not be logged in to WebEOC receive the content.

\textsuperscript{11} Downloadable at http://www.fema.gov/forms/job-aids-tools-templates/
7. Communications

This section addresses technology and procedures for emergency operations. Refer to the separate Crisis Communication Plan for informational communication.

7.1. Radio Communications Resource Availability

Radio frequencies are provided as a reference. All frequencies are 12.5 KHz narrowband, so N/W indications are omitted. Permission is required before operating on any station.

Table 11 Radio Communications Resource Availability table in ICS 217A format

<table>
<thead>
<tr>
<th>Channel Configuration</th>
<th>Channel Name</th>
<th>Eligible Users</th>
<th>Mobile Rx Freq</th>
<th>Rx Tone/ NAC</th>
<th>Mobile Tx Freq</th>
<th>Tx Tone/ NAC</th>
<th>Mode</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duplex FacSrv-B</td>
<td>Facilities</td>
<td>461.7250</td>
<td>92.5</td>
<td>466.7250</td>
<td>82.5</td>
<td>A</td>
<td>Boston HS camps</td>
<td></td>
</tr>
<tr>
<td>Duplex TPD-B</td>
<td>Public Safety</td>
<td>464.7750</td>
<td>$293</td>
<td>469.7750</td>
<td>$293</td>
<td>D*</td>
<td>Boston campuses</td>
<td></td>
</tr>
<tr>
<td>Duplex FacSrv-G</td>
<td>Facilities</td>
<td>462.1625</td>
<td>100.0</td>
<td>467.1625</td>
<td>100.0</td>
<td>A</td>
<td>Grafton campus</td>
<td></td>
</tr>
<tr>
<td>Duplex TPD-G</td>
<td>Public Safety</td>
<td>452.1500</td>
<td>$924</td>
<td>457.1500</td>
<td>$924</td>
<td>D*</td>
<td>Grafton campus</td>
<td></td>
</tr>
<tr>
<td>Duplex FacSrv-M</td>
<td>Facilities</td>
<td>464.8750</td>
<td></td>
<td>469.8750</td>
<td></td>
<td>DMR</td>
<td>Med/Som campus</td>
<td></td>
</tr>
<tr>
<td>Simplex OCL1</td>
<td>Shared</td>
<td>451.6125</td>
<td>D244</td>
<td>451.6125</td>
<td>D244</td>
<td>A</td>
<td>Med/Som campus</td>
<td></td>
</tr>
<tr>
<td>Simplex OCL2</td>
<td>Shared</td>
<td>452.8625</td>
<td>D244</td>
<td>452.8625</td>
<td>D244</td>
<td>A</td>
<td>Med/Som campus</td>
<td></td>
</tr>
<tr>
<td>Duplex TPD-A</td>
<td>Public Safety</td>
<td>461.1750</td>
<td>$497</td>
<td>467.0750</td>
<td>$497</td>
<td>D*</td>
<td>Med/Som campus</td>
<td></td>
</tr>
<tr>
<td>Duplex TPD-M</td>
<td>Public Safety</td>
<td>463.3250</td>
<td>$217</td>
<td>468.3250</td>
<td>$217</td>
<td>D*</td>
<td>Med/Som campus</td>
<td></td>
</tr>
</tbody>
</table>

* Digital (P25) stations normally operate using DVP-XL encryption, which will be knocked down for clear (unencrypted) communication during incidents requiring interoperability.

7.2. Interoperable Communications

The university participates in a number of interoperable communications networks to enable communication between jurisdictions and disciplines. The systems are summarized herein, with detailed procedures contained in Public Safety written directives, and information about communications networks contained in the Commonwealth of Massachusetts Interoperability Field Operations Guide (MIFOG).

7.2.1. Boston Area Police Emergency Radio Network (BAPERN)

The University Police participate in this wide-area radio system that allows police from multiple jurisdictions to communicate on any of two wide-area channels, or local district channels. Radios have been issued to municipal public works directors and public health directors, to be used at the discretion of the local police chief. The Boston and Medford/Somerville campuses lie within the central district of the BAPERN system; Grafton is not covered by BAPERN.

7.2.2. National Interoperability Channels

All issued Public Safety portable radios have access to national interoperability channels in the UHF band of the radio spectrum known as UTAC channels. No prior permission is required to use the channels, provided that they’re being used for inter-jurisdictional or inter-disciplinary communication during an emergency or in training for an emergency. The preferred channels for use vary by county and therefore by host municipality:

- Boston (Suffolk): UTAC43;
- Grafton (Worcester): UTAC42;
- Medford/Somerville (Middlesex): UTAC41.
The channels may be used in short-range simplex operation (direct mode), or regional repeaters may be activated for longer range by contacting the Massachusetts Emergency Management Agency (MEMA) at 508-820-2000.

7.2.3. Massachusetts Emergency Management Agency (MEMA) Radio System
The university can access the statewide MEMA radio system in the metro-Boston area via portable radios and from the Public Safety Communications Center. The MEMA radio system facilitates coordination of state responders, and provides local entities with a direct radio link to the state warning point at MEMA.

7.2.4. Interagency Communications Agreements
The university has entered into agreements with neighboring agencies to mutually permit direct radio communication on agency radio systems. Portable and mobile radios can communicate directly with Grafton, Medford, Somerville and Westborough police departments. The Communications Center can communicate with Tufts Medical Center Public Safety.

7.3. GETS
Telecommunications networks may be impaired by damaged infrastructure and high volume of use during disasters or following major events. Administered by the National Communications System (NCS), the Government Emergency Telecommunications Service (GETS) provides call prioritization for officials in critical roles, including public safety agencies, ensuring their telephone calls can get through.

Access to GETS is provided by a wallet card that includes a personal identification number used to place prioritized phone calls. If a GETS cardholder is unable to place a call due to a fast-busy condition, or even due to no dial tone, a call placed using GETS may get through. Calls placed from a wireless (cellular) phone will not receive priority treatment until they reach the terrestrial telephone network; however, calls placed from a landline phone to a wireless phone will be given priority treatment through the entire path.

The Director of Emergency Management administers GETS for the university. GETS cards are issued to University Police commanders and selected members of the administration with a critical role supporting public health, safety, and maintenance of law and order; the Public Safety Communications Center; and there are six spare cards that can be issued in an emergency.

7.4. Cache Radios
Twenty-four Motorola CP200 portable radios are stored at the University Police station, 419 Boston Ave, Medford/Somerville campus in storage room 119A. A second cache of 24 radios is owned by Office for Campus Life (OCL), stored in their offices in the Mayer Campus Center, and may be available for use in an emergency upon request to the Director of OCL.

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Office for Campus Life 1 (direct radio-to-radio)</td>
</tr>
<tr>
<td>2</td>
<td>Office for Campus Life 2 (direct radio-to-radio)</td>
</tr>
<tr>
<td>3</td>
<td>Facilities Services (infrastructure dependent, Medford/Somerville campus only)</td>
</tr>
<tr>
<td>4</td>
<td>TPD-Analog (infrastructure dependent, Medford/Somerville campus only)</td>
</tr>
</tbody>
</table>

12 GETS eligibility criteria from [www.dhs.gov/gets-eligibility](http://www.dhs.gov/gets-eligibility)
7.5. Cisco WebEx Meeting Center

Combining Video Teleconference (VTC) and Audio Teleconference (ATC)

WebEx meetings allow sharing of video, computer screen, and audio content simultaneously, and allow participants to connect by telephone, computer, via an app on a smartphone or tablet, or from specially equipped video system rooms. WebEx meetings may be recorded as part of incident documentation.

<table>
<thead>
<tr>
<th><strong>Web Address:</strong></th>
<th>or tufts.webex.com</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conferencing Phone Number:</strong></td>
<td>+1-617-627-6767 or x76767</td>
</tr>
<tr>
<td><strong>Meeting Number/Access Code:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Video System Access Address:</strong></td>
<td>@tufts.webex.com</td>
</tr>
<tr>
<td><strong>Video System Host PIN:</strong></td>
<td>Provided securely to Emergency Manager designees</td>
</tr>
<tr>
<td><strong>Maximum Participants:</strong></td>
<td>1,000 (plus up to 25 conference room endpoints)</td>
</tr>
</tbody>
</table>

The above meeting number/access code allows immediate use during an incident. Additional or replacement meeting numbers may be created and provided to meeting participants as needed.

7.5.1. Joining a Meeting by Computer

Potential participants who have not used WebEx on their computer should join a test meeting at www.webex.com/test-meeting in advance to ensure that their computer is appropriately configured.

1. Go to tufts.webex.com. Click Log In in the top right and use your Tufts username and password. Guests without a Tufts login credential may skip the login step.
2. Enter the meeting number and click Join.
3. Once the meeting begins you must establish an audio connection. Click the leftmost audio button, or click the menu item Audio > Audio Connection… and choose from the available options:
   a. Call Me to have the system call a telephone number you provide;
   b. I Will Call In to see onscreen instructions to connect by telephone; or
   c. Call Using Computer to use your computer microphone and speakers, if available.

7.5.2. Joining a Meeting by Smartphone or Tablet App

The Cisco WebEx Meetings app is available for iPhone, iPad, and Android at (access the address on your mobile device to be redirected to the app store to download) www.webex.com/go/textmyphone_hp.

1. Open the WebEx app. If necessary, click Sign In, enter site tufts.webex.com and log in using your Tufts username and password.
2. Click Join Meeting in the lower right and enter the meeting number/access code.

7.5.3. Joining a Meeting by Video System

Using the video system controls, connect to the video system access address. Visit it.tufts.edu/vcroom for more information and support of in-room video systems.

7.5.4. Joining a Meeting by Telephone Only

Connecting via computer or app is preferred to gain access to all features of WebEx; however, it is possible for a participant to connect by telephone only. Dial 617-627-6767 and enter the meeting number followed by #. There are no participant commands available via touchtone.
7.5.5. Emergency Manager Procedures
The WebEx Meeting will allow participants to join by telephone only, but a host needs to start the meeting from a computer or app (smartphone or tablet) connection. Personnel designated to serve as Emergency Manager are configured as alternate hosts and are able to start the meeting when they join.

7.5.6. Using WebEx App for Situational Awareness
The WebEx app allows mobile device users to stream real-time video of an emergency situation. Start with a mobile device that is already connected to the meeting.

1. Tap the green camera button in the bottom center of the screen:

2. In the top right of the video self-view tap the button to swap from the self-view camera to the camera on the back of the mobile device.

The device can then be used to stream real-time video images of an incident scene for viewing in the Emergency Operations Center and for anyone who is connected to the WebEx meeting.
7.6. Backup Audio Teleconference (ATC)

WebEx meetings are dependent on university computer infrastructure for user authentication. Though the dependent infrastructure is geographically and logically redundant, a system failure could render WebEx inaccessible; therefore, a separate ATC bridge remains available as a backup means of remote coordination. Conferences may be recorded as part of incident documentation.

<table>
<thead>
<tr>
<th>Conferencing Number:</th>
<th>800-501-8979</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Number:</td>
<td>+1 303-248-9662</td>
</tr>
<tr>
<td>Access Code:</td>
<td>[Redacted]</td>
</tr>
<tr>
<td>Chairperson Passcode:</td>
<td>Provided securely to Emergency Manager designees</td>
</tr>
<tr>
<td>Chairperson Web Site:</td>
<td>cc.callinfo.com</td>
</tr>
<tr>
<td>Maximum Participants:</td>
<td>150</td>
</tr>
</tbody>
</table>

7.6.1. Participant Commands (also available to Chairperson)

<table>
<thead>
<tr>
<th>Command</th>
<th>Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>*6 / *7</td>
<td>Mute/Un-mute line</td>
</tr>
</tbody>
</table>

7.6.2. Chairperson Commands and Features

<table>
<thead>
<tr>
<th>Command</th>
<th>Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>*1</td>
<td>Dial out to a participant</td>
</tr>
<tr>
<td>*1</td>
<td>Join a new participant to the conference</td>
</tr>
<tr>
<td>*2</td>
<td>Join a new participant and dial another participant</td>
</tr>
<tr>
<td>*3</td>
<td>Disconnect line and rejoin conference</td>
</tr>
<tr>
<td>*4</td>
<td>Disconnect line and dial another participant</td>
</tr>
<tr>
<td>*2</td>
<td>Record conference (on/off)</td>
</tr>
<tr>
<td>*4</td>
<td>Lock conference (prevent new participants)</td>
</tr>
<tr>
<td>*5</td>
<td>Unlock conference (allow new participants)</td>
</tr>
<tr>
<td>*8</td>
<td>Allow conference to continue after you disconnect</td>
</tr>
<tr>
<td>*9</td>
<td>Automated roll call of conference participants (if activated)</td>
</tr>
<tr>
<td>*#</td>
<td>Count the number of participants on the conference</td>
</tr>
<tr>
<td># #</td>
<td>Mute all lines</td>
</tr>
<tr>
<td>9 9</td>
<td>Un-mute all lines</td>
</tr>
<tr>
<td># 1 / # 2</td>
<td>Turn Listen Only Mode ON / OFF</td>
</tr>
<tr>
<td>0 0</td>
<td>Ask for operator</td>
</tr>
<tr>
<td>* *</td>
<td>List available commands</td>
</tr>
</tbody>
</table>
8. Administration, Finance, and Logistics

8.1. Administration
This section describes administrative protocols used during an emergency operation.

8.1.1. Documentation
Documentation is an administrative process used by an entity to document the response to and recovery from a disaster. Documentation includes:

- Events occurring before, during and after the disaster (the situation);
- Actions taken by university personnel and outside agencies (the response);
- Expenses incurred during the response; and
- Damage incurred to buildings and property.

Documentation is required for historical records, cost recovery, insurance claims, after action reporting, and may be necessary in legal proceedings. Documentation may include paper records, computer data, audio recordings, photography, and video recordings.

Initial response, usually a function of public safety responders, shall be recorded according to department standard operating procedures, including recorded audio from telephone and radio communications, and Computer Aided Dispatch (CAD) log entries.

Incidents entering multiple operational periods require alternative means of documenting actions. Supervisors and unit leaders in the Incident Management Team shall complete an ICS 214 Activity Log form\(^{13}\) for each operational period, submitting completed forms to the Documentation Unit Leader, Planning Section Chief, or Incident Commander.

Events and actions occurring at the level of the Emergency Operations Center shall be recorded in the WebEOC Section Log. Departments engaged in the response are responsible for manual record keeping until such time that a WebEOC incident is activated. All manual records shall be submitted to the Emergency Manager or designee for retention.

Financial transactions shall be recorded using the standard procedures prescribed by the Finance Division. Incident impacts may be recorded using photography or videography, based on need determined by Facilities Services and/or Risk Management & Insurance.

Particularly complex or lengthy incidents may generate large volumes of records. The Emergency Manager may consult with University Counsel and Digital Collections and Archives for guidance in retaining necessary documentation.

8.1.2. After Action Report
As a learning organization, the university is committed to reviewing incident response to discover lessons to improve future readiness and response. These lessons may include the weaknesses or shortcomings that are

\(^{13}\) Downloadable at http://www.fema.gov/forms/job-aids-tools-templates/
invariably part of responses to unexpected or dynamic situations, as well as memorialization of practices that proved beneficial.

The Director of Emergency Management is responsible for collecting feedback and reviewing documentation following an incident, and directing the development of the After Action Report. Depending on the scope of the incident, the process of developing the After Action Report may include one or more after action conferences, used to collect input from people and organizations participating in the response.

The purpose of an After Action Report is to enhance future preparedness, and the completed document should reflect this goal by focusing on improvement opportunities while also ensuring that beneficial practices are acknowledged and institutionalized for future response. Findings of the After Action Report shall also be used to shape and develop the university’s plans and training and exercise program, ensuring that identified weaknesses are remediated and receive additional focus in future tests of emergency response plans.

8.2. Finance

Normal financial record keeping and procurement tools that are used day-to-day also apply during a disaster or emergency response, including:

- Procurement Card for purchases under $5,000 for authorized merchant types;
- Tufts Marketplace for online orders from established vendors;
- eReq online requisition system for purchases from vendors that do not accept credit card, and for purchases in excess of established limits; and
- Consultation with the Purchasing department to source goods and leverage existing supplier relationships.

In addition to established methods, Tufts Support Services (TSS) can adjust Procurement Card limits for emergency purchases above $5,000 or at merchant types not normally authorized.

University financial polices apply during emergencies; however, the Incident Commander and Emergency Manager are empowered to authorize purchases and financial commitments in contravention to established policy if such transactions are deemed necessary to maintain safety, security and critical operations, and it is the assessment of the Incident Commander or Emergency Manager that adherence to standard procedures would cause undue delay or would otherwise threaten the maintenance of safety, security and critical operations. In such situations it is recommended, but not required, that the Incident Commander or Emergency Manager consult with the Vice President of Finance or Executive Vice President if time and circumstances permit. The Executive Policy Group, president, or president's successor are similarly empowered to suspend or otherwise modify financial or procurement policy during a disaster or emergency.

As a private non-profit institution, Tufts University may be eligible to recover losses from damage or certain expenses for federal emergency declarations or disaster declarations. Eligible emergency expenses may include direct costs, overtime labor, and contractor expenses for:

- Category A: debris removal necessary for safety or to prevent significant damage to property, such as removing downed trees or limbs on roads or securing downed wires.
- Category B: emergency protective measures, such as security forces (police and non-sworn), temporary shelters, bracing, sandbagging, or removal of hazards.
Departments engaged in debris removal and emergency protective measures must retain documentation of expenses for possible reimbursement in the event that a given disaster reaches the threshold for federal assistance.

The risk management and insurance department administers various insurance policies, which typically must be exhausted before seeking federal public assistance reimbursement. Risk management and insurance also has access to subject matter experts through our policy carriers. The Emergency Manager should coordinate with risk management and insurance on matters of damage documentation and reimbursement, both via insurers and through federal assistance.

8.3. Logistics

Before or during emergency operations it may be necessary to identify and acquire resources in addition to the supplies and equipment customarily on hand at the university. Tufts departments with subject matter expertise will coordinate acquisition of additional or specialized resources, consulting with Purchasing for sourcing assistance and support.

Table 12 Basic emergency resources and Tufts departments with expertise to coordinate sourcing

<table>
<thead>
<tr>
<th>Commodity/Equipment</th>
<th>Coordinating Department/Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedding, linens and blankets</td>
<td>Conference Bureau (limited supply)</td>
</tr>
<tr>
<td>Bedding, mattresses</td>
<td>Residential Facilities</td>
</tr>
<tr>
<td>Communications networking hardware, data</td>
<td>Tufts Technology Services</td>
</tr>
<tr>
<td>Communications, radios, portable</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>Communications, telephones, non-mobile</td>
<td>Tufts Technology Services</td>
</tr>
<tr>
<td>Fencing</td>
<td>Facilities Services</td>
</tr>
<tr>
<td>Food</td>
<td>Dining Services</td>
</tr>
<tr>
<td>Fuel (diesel, gasoline)</td>
<td>Facilities Services</td>
</tr>
<tr>
<td>Generators</td>
<td>Facilities Services</td>
</tr>
<tr>
<td>Lighting, outdoor</td>
<td>Facilities Services</td>
</tr>
<tr>
<td>Structures, temporary</td>
<td>Facilities Services</td>
</tr>
<tr>
<td>Water, potable</td>
<td>Dining Services</td>
</tr>
</tbody>
</table>

The purchasing department can assist with acquiring resources by leveraging existing relationships or locating new sources. Once supplies or equipment are received, responsibility transfers to the department assuming control of the supplies/equipment. In the case of rented or borrowed equipment, the controlling department assumes responsibility until the equipment is returned to its owner.

Sources internal to Tufts and vendor sources should be exhausted before seeking external assistance or mutual aid. The Office of Emergency Management can access an informal partnership for resource sharing through The Boston Consortium for higher education. When needs extend beyond resources immediately available, or accessible through informal relationships, the university may request government aid through the host community.
9. Plan Development and Maintenance

The Director of Emergency Management shall review this plan at least annually. As part of the review, the director will seek input and recommendations from Tufts University departments and agencies participating in the plan and shall consider the feedback and recommendations recorded in exercise and response after action reports.

A versioning system is used to communicate the level of changes in subsequent publications of this document. The version number format X.x.x indicates level of change since the previous version:

<table>
<thead>
<tr>
<th>Version</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0.0</td>
<td>Maintenance: content correction, title or name change, typographical error</td>
</tr>
<tr>
<td></td>
<td>Minor: revision or addition of an annex; modification of an existing section</td>
</tr>
<tr>
<td></td>
<td>Major: substantial update, reorganization, or doctrinal change.</td>
</tr>
</tbody>
</table>

Beginning with version 2.2.0, maintenance changes may be approved by the Director of Emergency Management, minor revisions by the Emergency Management Program Committee, and major changes require approval by the President.

The record of changes since the previous major version is printed on page iv.
10. Authorities and References

Legal authority to undertake the development of the emergency plan and subsequent actions in an emergency derives from the Trustees of Tufts College.

10.1. Related Authorities

The following statutes, ordinances, bylaws, regulations, executive orders, or directives pertain to powers, authorities, or requirements that affect or relate to emergency planning and response at Tufts University.

10.1.1. Laws and Authorities Directly Applying to Tufts University

Public Law 110-315, Higher Education Opportunity Act 2008, requiring publication of emergency response and evacuation policies, codified at 20 USC 1092(f)

34 CFR 668.46(g) implementing 20 USC 1092(f), and requiring an annual test of emergency procedures

Massachusetts General Laws, c. 22C §63. Employees of colleges, universities, other educational institutions and hospitals; appointment as special officers

Town of Grafton General By-Laws, Article 27, Biological Research and Production, making emergency response plans pertaining to regulated laboratories subject to review by the Institutional Biosafety Committee

10.1.2. Related Laws and Authorities with No Direct Application to Tufts University

Public Law 81-920, the Federal Civil Defense Act of 1950, as amended, provides a system for joint building of capability at the Federal, state, and local levels to deal with all hazards

Homeland Security Presidential Directive (HSPD) 5, “Management of Domestic Incidents” requiring the development of the National Incident Management System (NIMS) and directing use of the NIMS as a condition of receiving federal preparedness funding

Massachusetts General Laws, c. 40 §4J, Statewide mutual aid for public safety incidents

Massachusetts General Laws, c. 48 §59A, Fire mutual aid

Massachusetts General Laws, c. 164 §85B, Public utility emergency response plans

Massachusetts Executive Order #469, September 29, 2005, Adopts NIMS at the state level; establishes NIMS adoption as a condition of receiving preparedness funds at the local level

10.2. Bibliography


10.3. Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
</tr>
<tr>
<td>AC</td>
<td>Area Command</td>
</tr>
<tr>
<td>AED</td>
<td>Automated External Defibrillator</td>
</tr>
<tr>
<td>AFN</td>
<td>Access and Functional Needs</td>
</tr>
<tr>
<td>AI</td>
<td>Avian Influenza (preferable form is Pandemic Influenza)</td>
</tr>
<tr>
<td>ALS</td>
<td>Advanced Life Support</td>
</tr>
<tr>
<td>ARC</td>
<td>American Red Cross</td>
</tr>
<tr>
<td>ARES</td>
<td>Amateur Radio Emergency Services (also see RACES, REACT)</td>
</tr>
<tr>
<td>ATC</td>
<td>Audio Teleconference</td>
</tr>
<tr>
<td>B-NICE</td>
<td>Biological, Nuclear, Incendiary, Chemical, Explosive (weapons)</td>
</tr>
<tr>
<td>BAPERN</td>
<td>Boston Area Police Emergency Radio Network</td>
</tr>
<tr>
<td>BLS</td>
<td>Basic Life Support</td>
</tr>
<tr>
<td>CAD</td>
<td>Computer Aided Dispatch</td>
</tr>
<tr>
<td>CAMEO</td>
<td>Computer Aided Management of Emergency Operations</td>
</tr>
<tr>
<td>CAP</td>
<td>Civil Air Patrol (Air Force Auxiliary)</td>
</tr>
<tr>
<td>CAP</td>
<td>Common Alerting Protocol (XML standard)</td>
</tr>
<tr>
<td>CAS</td>
<td>Chemical Abstracts</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, Explosive (also see WMD)</td>
</tr>
<tr>
<td>CEM</td>
<td>Certified Emergency Manager</td>
</tr>
<tr>
<td>CERT</td>
<td>Community Emergency Response Team (also see T-CERT)</td>
</tr>
<tr>
<td>CISD</td>
<td>Critical Incident Stress Debriefing (an event)</td>
</tr>
<tr>
<td>CISM</td>
<td>Critical Incident Stress Management (a process)</td>
</tr>
<tr>
<td>CMAS</td>
<td>Commercial Mobile Alert System</td>
</tr>
<tr>
<td>CMED</td>
<td>Central Medical Emergency Dispatch</td>
</tr>
<tr>
<td>CMEMSC</td>
<td>Central Massachusetts Emergency Medical Systems Corp.</td>
</tr>
<tr>
<td>CMP</td>
<td>Crisis Management Plan (Tufts) (obsolete - see EOP)</td>
</tr>
<tr>
<td>CMT</td>
<td>Crisis Management Team (obsolete - see IMT and EMG)</td>
</tr>
<tr>
<td>COB</td>
<td>Continuity Of Business</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>COG</td>
<td>Continuity Of Government</td>
</tr>
<tr>
<td>COML</td>
<td>Communications Unit Leader (technological communications)</td>
</tr>
<tr>
<td>COMP</td>
<td>Compensation/Claims Unit Leader</td>
</tr>
<tr>
<td>COOP</td>
<td>Continuity Of Operations</td>
</tr>
<tr>
<td>COST</td>
<td>Cost Unit Leader</td>
</tr>
<tr>
<td>CP</td>
<td>Command Post (also see ICP)</td>
</tr>
<tr>
<td>CPR</td>
<td>Cardiopulmonary Resuscitation</td>
</tr>
<tr>
<td>CST</td>
<td>Civil Support Team (National Guard)</td>
</tr>
<tr>
<td>DEP</td>
<td>Department of Environmental Protection (Massachusetts)</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
</tr>
<tr>
<td>DIVS</td>
<td>Division/Group Supervisor</td>
</tr>
<tr>
<td>DLAM</td>
<td>Division of Laboratory Animal Medicine (Tufts)</td>
</tr>
<tr>
<td>DMAT</td>
<td>Disaster Medical Assistance Team</td>
</tr>
<tr>
<td>DMORT</td>
<td>Disaster Mortuary Operational Response Team</td>
</tr>
<tr>
<td>DOC</td>
<td>Department Operations Center</td>
</tr>
<tr>
<td>DOCL</td>
<td>Documentation Unit Leader</td>
</tr>
<tr>
<td>DOE</td>
<td>Department of Energy</td>
</tr>
<tr>
<td>DPH</td>
<td>Department of Public Health (Massachusetts)</td>
</tr>
<tr>
<td>DPMU</td>
<td>Disaster Portable Morgue Unit</td>
</tr>
<tr>
<td>DPS</td>
<td>Department of Public Safety</td>
</tr>
<tr>
<td>DPW</td>
<td>Department of Public Works</td>
</tr>
<tr>
<td>DR</td>
<td>Disaster Recovery (usually IT-related)</td>
</tr>
<tr>
<td>DTRR</td>
<td>Division of Teaching and Research Resources (Tufts)</td>
</tr>
<tr>
<td>EAS</td>
<td>Emergency Alert System</td>
</tr>
<tr>
<td>EBS</td>
<td>Emergency Broadcast System (obsolete - see EAS)</td>
</tr>
<tr>
<td>ED</td>
<td>U.S. Department of Education</td>
</tr>
<tr>
<td>EHS</td>
<td>Environmental Health &amp; Safety</td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Manager</td>
</tr>
<tr>
<td>EMG</td>
<td>Emergency Management Group</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>EMT</td>
<td>Emergency Medical Technician</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>EOP</td>
<td>Emergency Operations Plan (this document)</td>
</tr>
<tr>
<td>EOPSS</td>
<td>Executive Office of Public Safety and Security (Massachusetts)</td>
</tr>
<tr>
<td>EPA</td>
<td>Environmental Protection Agency (Federal)</td>
</tr>
<tr>
<td>EPG</td>
<td>Executive Policy Group</td>
</tr>
<tr>
<td>ERG</td>
<td>Emergency Response Guide (Tufts)</td>
</tr>
<tr>
<td>ESF</td>
<td>Emergency Support Function</td>
</tr>
<tr>
<td>ETA</td>
<td>Estimated Time of Arrival</td>
</tr>
<tr>
<td>FBI</td>
<td>Federal Bureau of Investigation</td>
</tr>
<tr>
<td>FD</td>
<td>Fire Department</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>FF</td>
<td>Firefighter</td>
</tr>
<tr>
<td>FOG</td>
<td>Field Operations Guide</td>
</tr>
<tr>
<td>FOSC</td>
<td>Federal On-Scene Commander</td>
</tr>
<tr>
<td>FRP</td>
<td>Federal Response Plan (obsolete - see NRF)</td>
</tr>
<tr>
<td>FSC</td>
<td>Finance Section Chief</td>
</tr>
<tr>
<td>FTX</td>
<td>Field Training Exercise</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
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</tr>
<tr>
<td>GBPC</td>
<td>Greater Boston Police Council</td>
</tr>
<tr>
<td>GETS</td>
<td>Government Emergency Telecommunications Service (also see WPS)</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic Information Systems</td>
</tr>
<tr>
<td>GPS</td>
<td>Global Positioning System</td>
</tr>
<tr>
<td>HAN</td>
<td>Health Alert Network (generic) (also see HHAN)</td>
</tr>
<tr>
<td>HAZMAT</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td>HEICS</td>
<td>Hospital Emergency Incident Command System (obsolete - see HICS)</td>
</tr>
<tr>
<td>HHAN</td>
<td>Health and Homeland Alert Network (Massachusetts DPH)</td>
</tr>
<tr>
<td>HICS</td>
<td>Hospital Incident Command System</td>
</tr>
<tr>
<td>HLZ</td>
<td>Helicopter Landing Zone</td>
</tr>
<tr>
<td>HSAS</td>
<td>Homeland Security Advisory System (obsolete – see NTAS)</td>
</tr>
<tr>
<td>IAP</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Commander (depending on context)</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Command (depending on context - also see UC)</td>
</tr>
<tr>
<td>ICP</td>
<td>Incident Command Post (also see CP)</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IED</td>
<td>Improvised Explosive Device</td>
</tr>
<tr>
<td>IMT</td>
<td>Incident Management Team</td>
</tr>
<tr>
<td>IPAWS</td>
<td>Integrated Public Alert and Warning System</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ITAC</td>
<td>800 MHz (radio) Tactical interoperability frequencies (nationwide)</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
</tr>
<tr>
<td>JIS</td>
<td>Joint Information System</td>
</tr>
<tr>
<td>JTX</td>
<td>Joint Training Exercise</td>
</tr>
<tr>
<td>LAMS</td>
<td>Laboratory Animal Medicine Service</td>
</tr>
<tr>
<td>LE</td>
<td>Law Enforcement</td>
</tr>
<tr>
<td>LEO</td>
<td>Law Enforcement Officer</td>
</tr>
<tr>
<td>LEPC</td>
<td>Local Emergency Planning Committee</td>
</tr>
<tr>
<td>LNO</td>
<td>Liaison Officer (obsolete – see LOFR)</td>
</tr>
<tr>
<td>LOFR</td>
<td>Liaison Officer</td>
</tr>
<tr>
<td>LSC</td>
<td>Logistics Section Chief</td>
</tr>
<tr>
<td>LZ</td>
<td>Landing Zone (helicopter)</td>
</tr>
<tr>
<td>MACS</td>
<td>Multi-Agency Coordination System</td>
</tr>
<tr>
<td>MAESF</td>
<td>Massachusetts Emergency Support Function</td>
</tr>
<tr>
<td>MBEMSC</td>
<td>Metro-Boston Emergency Medical Services Council</td>
</tr>
<tr>
<td>MBHSR</td>
<td>Metro-Boston Homeland Security Region</td>
</tr>
<tr>
<td>MBTA</td>
<td>Massachusetts Bay Transportation Authority</td>
</tr>
<tr>
<td>MCI</td>
<td>Mass Casualty Incident</td>
</tr>
<tr>
<td>MDT</td>
<td>Mobile Data Terminal</td>
</tr>
<tr>
<td>MEMA</td>
<td>Massachusetts Emergency Management Agency</td>
</tr>
<tr>
<td>METROFIRE</td>
<td>Metro-Boston fire service mutual aid association</td>
</tr>
<tr>
<td>MMRS</td>
<td>Metropolitan Medical Response System</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MSDS</td>
<td>Material Safety Data Sheet (obsolete - see SDS)</td>
</tr>
<tr>
<td>MSP</td>
<td>Massachusetts State Police</td>
</tr>
<tr>
<td>NAERG</td>
<td>North American Emergency Response Guidebook (HAZMAT)</td>
</tr>
<tr>
<td>NAWAS</td>
<td>National Warning System</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>NBC</td>
<td>Nuclear, Biological, Chemical</td>
</tr>
<tr>
<td>NCS</td>
<td>National Communications System (providers of GETS and WPS)</td>
</tr>
<tr>
<td>NDMS</td>
<td>National Disaster Medical System</td>
</tr>
<tr>
<td>NEEMS</td>
<td>Northeast (Massachusetts) Emergency Medical Services (Council)</td>
</tr>
<tr>
<td>NEMC</td>
<td>New England Medical Center (obsolete - see TMC)</td>
</tr>
<tr>
<td>NEMLEC</td>
<td>Northeast Massachusetts Law Enforcement Council</td>
</tr>
<tr>
<td>NERAC</td>
<td>Northeast [Massachusetts] Regional Advisory Council</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NIOSH</td>
<td>National Institute for Occupational Safety and Health</td>
</tr>
<tr>
<td>NOAA</td>
<td>National Oceanic and Atmospheric Administration</td>
</tr>
<tr>
<td>NRF</td>
<td>National Response Framework</td>
</tr>
<tr>
<td>NRP</td>
<td>National Response Plan (obsolete as of March 2008 - see NRF)</td>
</tr>
<tr>
<td>NTAS</td>
<td>National Terrorism Advisory System</td>
</tr>
<tr>
<td>NWR</td>
<td>NOAA Weather Radio</td>
</tr>
<tr>
<td>NWS</td>
<td>National Weather Service</td>
</tr>
<tr>
<td>ODP</td>
<td>Office of Domestic Preparedness (Federal)</td>
</tr>
<tr>
<td>OEM</td>
<td>Office of Emergency Management (used by Boston and other cities)</td>
</tr>
<tr>
<td>OEMS</td>
<td>Office of Emergency Medical Services (Massachusetts)</td>
</tr>
<tr>
<td>OSC</td>
<td>Operations Section Chief</td>
</tr>
<tr>
<td>PD</td>
<td>Police Department</td>
</tr>
<tr>
<td>PDS</td>
<td>Particularly Dangerous Situation (refers to severe weather)</td>
</tr>
<tr>
<td>PFA</td>
<td>Psychological First Aid</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>POC</td>
<td>Point Of Contact</td>
</tr>
<tr>
<td>PSAP</td>
<td>Public Safety Answering Point</td>
</tr>
<tr>
<td>PSC</td>
<td>Planning Section Chief</td>
</tr>
<tr>
<td>PTSM</td>
<td>Post Traumatic Stress Management</td>
</tr>
<tr>
<td>RACES</td>
<td>Radio Amateur Civilian Emergency Services (also see ARES, REACT)</td>
</tr>
<tr>
<td>RBL</td>
<td>Regional Biosafety Laboratory (Tufts) (Grafton campus)</td>
</tr>
<tr>
<td>RDD</td>
<td>Radiological Dispersion Device (a.k.a. Dirty Bomb)</td>
</tr>
<tr>
<td>REACT</td>
<td>Radio Emergency Associated Communications Teams (also see ARES, RACES)</td>
</tr>
<tr>
<td>REPC</td>
<td>Regional Emergency Planning Committee</td>
</tr>
<tr>
<td>RMS</td>
<td>Record Management System</td>
</tr>
<tr>
<td>RPIC</td>
<td>Responsible Person In-Charge</td>
</tr>
<tr>
<td>SAME</td>
<td>Specific Area Message Encoding (refers to NWR)</td>
</tr>
<tr>
<td>SAR</td>
<td>Search And Rescue</td>
</tr>
<tr>
<td>SDS</td>
<td>Safety Data Sheet</td>
</tr>
<tr>
<td>SEMS</td>
<td>Standardized Emergency Management System</td>
</tr>
<tr>
<td>SITREP</td>
<td>Situation Report</td>
</tr>
<tr>
<td>SOFR</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>SOG</td>
<td>Standard Operating Guide</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>SOSC</td>
<td>State On-Scene Commander</td>
</tr>
<tr>
<td>STAM</td>
<td>Staging Area Manager</td>
</tr>
<tr>
<td>T-CERT</td>
<td>Tufts Community Emergency Response Team</td>
</tr>
<tr>
<td>T-NEMC</td>
<td>Tufts-New England Medical Center (obsolete - see TMC)</td>
</tr>
<tr>
<td>TCCS</td>
<td>Tufts Computing and Communications Services (obsolete - see TTS)</td>
</tr>
</tbody>
</table>
10.4. Glossary

Only those terms not in common usage, or which have a specific or unique meaning related to emergency preparedness, are included in this glossary. Content is excerpted from FEMA Emergency Management Institute online training materials.

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


Agency Representative: An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency’s participation at the incident. Agency Representatives report to the Incident Liaison Officer.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

All-Risk: See All-Hazards.
Allocated Resources: Resources dispatched to an incident.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization, or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

Assistant: Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

Branch: The organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.).

Cache: A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Catastrophic Incident: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Chain of Command: A series of management positions in order of authority.

Check-In: The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

Clear Text: The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing clear text.

Command Post: See Incident Command Post.

Command Staff: The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

Command: The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Common Operating Picture: A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing. The common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. The common operating picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.

Communication Unit: An organizational Unit in the Logistics Section responsible for providing communication services at an incident. A Communication Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Compacts: Formal working agreements among agencies to obtain mutual aid.

Compensation/Claims Unit: Functional Unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

Continuity Plan: A logistical plan for how an organization (or department) will maintain, recover, restore or replace critical functions, capabilities or facilities following a disaster or extended disruption, with the intent of sustaining or minimizing the interruption of the critical business functions during the disaster and/or recovery period.

Complex: Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordination Center: A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination
may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

Cost Sharing Agreements: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

Cost Unit: Functional Unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.


Crisis Management: The ability of an entity to manage incidents that have the potential to cause significant security, financial, or reputational impacts.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

Demobilization: The orderly, safe, and efficient return of a resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The ICS title for individuals responsible for supervision of a Branch.

Dispatch Center: A facility from which resources are ordered, mobilized, and assigned to an incident.

Dispatch: The implementation of a command decision to move a resource or resources from one place to another.

Division: Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

Documentation Unit: Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency Management: An ongoing process to prevent, mitigate, prepare for, respond to, maintain continuity during, and recover from an incident that threatens life, property, operations, or the environment.
Emergency Management Coordinator/Director: The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

Emergency Management Group (EMG): The Emergency Manager and appropriate senior management personnel assigned to coordination roles within the Emergency Operations Center (EOC).

Emergency Manager: In the generic sense, the person who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction’s mitigation, preparedness, response, and recovery capabilities. Specific to Tufts University, “Emergency Manager” is the title given to the senior manager who assumes the lead role in the Emergency Management Group during an incident.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The plan that each jurisdiction has and maintains for responding to appropriate hazards.

Emergency Support Functions (ESFs): Used by the Federal Government and many State governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Emergency: Any incident(s), human-caused or natural, that requires responsive action to protect life or property.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Facilities Unit: Functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

Federal: Of or pertaining to the Federal Government of the United States of America.


Finance/Administration Section: The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.
Food Unit: Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Ground Support Unit: Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

Group: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Helibase: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident Base.

Helispot: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

Hierarchy of Command: See Chain of Command.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: Location at the incident where the primary Logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Communications Center: The location of the Communications Unit and the Message Center.

Incident Complex: See Complex.

Incident Management Team (IMT): The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Support Organization: Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Initial Action: The actions taken by resources that are the first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely. This is an optional command staff position within ICS, typically employed only in response to a terrorist incident, major crime, or incident of national security significance.

Intelligence/Investigation Section: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/investigations gathered within the Intelligence/Investigation Section is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires
with unknown origins. This is an optional section within ICS, typically employed only in response to a terrorist incident, major crime, or incident of national security significance.

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

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Kinds of Resources: Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).

Landing Zone: See Helipot.

Leader: The ICS title for an individual responsible for a Task Force, Strike Team, or functional Unit.

Liaison Officer (LNO): A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Logistics Section: The Section responsible for providing facilities, services, and materials for the incident.

Logistics: Providing resources and other services to support incident management.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within ICS organizational Units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.
Medical Unit: Functional Unit within the Service Branch of the Logistics Section responsible for the
development of the Medical Emergency Plan, and for providing emergency medical treatment of incident
personnel.

Message Center: The Message Center is part of the Incident Communications Center and is collocated or
placed adjacent to it. It receives, records, and routes information about resources reporting to the incident,
resource status, and administrative and tactical traffic.

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from
natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the
public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and
repeated damage. Measures may include zoning and building codes, floodplain buyouts, and analysis of
hazard-related data to determine where it is safe to build or locate temporary facilities. These activities or
actions, in most cases, will have a long-term sustained effect.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are
temporarily located pending assignment, release, or reassignment.

Mobilization: The process and procedures used by all organizations (Federal, State, and local) for activating,
assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination (MAC): The coordination of assisting agency resources and support to emergency
operations.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency
coordination system. It may establish the priorities among incidents and associated resource allocations,
deconflict agency policies, and provide strategic guidance and direction to support incident management
activities.

Multiagency Coordination Systems (MACs): Multiagency coordination systems provide the architecture to
support coordination for incident prioritization, critical resource allocation, communications systems
integration, and information coordination. The components of multiagency coordination systems include
facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities,
personnel, procedures, and communications. These systems assist agencies and organizations to fully
integrate the subsystems of the NIMS.

Multiagency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. May
be single or unified command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among
agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency
assistance in the form of personnel, equipment, materials, and other associated services. The primary
objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an
incident.

National Incident Management System (NIMS): System implemented by HSPD-5 that provides a proactive
approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to
work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents,
regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.


Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The period of time scheduled for execution of 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 operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

Out-of-Service Resources: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Planning Meeting: A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of the Incident Action Plan. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

Preparedness (revised): Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.
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.

Procurement Unit: Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on an incidents cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Reconstruction: See Recovery.

Recorders: Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; 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.

Reinforced Response: Those resources requested in addition to the initial response.

Reporting Locations: Location or facilities where incoming resources can check in at the incident. (See Check-in.)

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

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: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

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

Segment: A geographical area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

Service Branch: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communication, Medical, and Food Units.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident.

Situation Unit: Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Special Needs Population: see Access and Functional Needs

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the Incident Commander.

Strike Team: A specified combination of the same kind and type of resources with common communications and a Leader. Contrast to Task Force.

Supervisor: The ICS title for individuals responsible for a Division or Group.

Supply Unit: Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.
Support Branch: A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

Support Resources: Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

Supporting Materials: Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

Tactical Direction: Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

Tactics: Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Task Force: A combination of various types of single resources assembled for a particular tactical need with common communications and a Leader. Contrast to Strike Team.


Technical Specialists: Personnel with special skills that can be used anywhere within the ICS organization.

Threat: An indication of possible violence, harm, or danger.

Time Unit: Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents span political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.
11. Functional Annexes

11.1. Warning

In the event of a significant emergency or dangerous situation involving an immediate threat to the health or safety of the Tufts community, Tufts University will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or to contain, respond to or otherwise mitigate the emergency. University administrators, led by the Director of Emergency Management, will confirm the emergency, determine the content of the notification, and select the appropriate method(s) of delivery, which may include email, paper postings, or activation of TuftsAlert (emergency alert system). In the case of an immediate threat, the University Police supervisor on-duty at the time of the emergency will confirm the threat, determine what alert message to send, and direct a member of the Department of Public & Environmental Safety to activate TuftsAlert. Messages will be sent to all community members on the affected campus(es), and will contain only a very brief description of the type of emergency along with instructions for protection – it’s critical that recipients follow the instructions immediately. After the initial alert message, additional information may be distributed by another alert message, by email, or by web at www.tufts.edu and emergency.tufts.edu.

Messages from TuftsAlert are sent to university email accounts and can be sent by text message to mobile phones, and by telephone to any enrolled phone number; however, users must provide their contact information to be included in the system. Members of the community are invited to provide/update their contact information at the beginning of each semester, or may update their contact information at any time by visiting emergency.tufts.edu/alertupdate. A full-scale test of TuftsAlert is performed at the beginning of the fall and spring semesters on a date that is announced by email and in various campus publications. Visit emergency.tufts.edu/alert for more information.

Detailed procedures for the police supervisor are contained in the Department of Public and Environmental Safety general directive Warning Point Procedures – TuftsAlert. The Crisis Communication Plan includes general procedures for related communication and follow up to a warning.

![Decision-making flowchart for delegated warning authority by the police patrol supervisor.](image-url)

Figure 25 Decision-making flowchart for delegated warning authority by the police patrol supervisor.
11.2. Population Protection
There are six general response options available to Tufts in a critical incident. These options can be modified to fit the parameters of a particular event and the needs of a specific service area.

11.2.1. Limited Options Rationale
The nature of any response taken by most employees of Tufts may be limited. This is because the personnel who will be responsible for resolving the most serious incidents are police, fire, emergency medical personnel, emergency management personnel, and line utilities personnel. Tufts’ primary responsibility is to protect employees, students, and physical assets, plus address the consequences of the incident, prepare for the continuity of essential services, and support scene activities.

11.2.2. Evacuation vs. Shelter in Place
The decision to evacuate or shelter in place is a difficult one. The IC must consult with subject matter experts from Environmental Health & Safety, fire departments, or environmental protection officials. The document “Planning Protective Action Decision-Making: Evacuate or Shelter-In-Place” may serve as a resource for decision-making (Sorensen, Shumpert and Vogt 2002).

11.2.3. Response Options

Closed (Cancel Normal Operations)
Closing prior to normal business-day start of operations means notifying employees and students that routine services will not be available on a specific day. A variation of this option is to notify the public and personnel that services for a specific day have been modified. This option is most often used for closure related to snow, and is available whenever conditions allow sufficient time for notifications. Procedures are as follows:

- The Emergency Manager will confer with the Executive Vice President and Vice President for Operations, acting as the Executive Policy Group. The Public Information Officer (PIO) will attend the discussion in preparation for communicating the decision. In the case of winter weather, pre-designated on-call members of University Relations – Communications & Marketing fulfill the role of the PIO.
- The Emergency Manager will broadcast the decision to executive deans and school-based communications officials using a template in TuftsAlert.
- The PIO (or University Relations – Communications & Marketing designees) will update the university website and distribute notification via email, social media, and local news media.

Emergency Release (Closure after normal start of operations)
Emergency release refers to suspending routine service, or modifying services during normal operational periods. Emergency Release effectively closes the campus during the day, and should not be confused with Early Release, an option in response to weather conditions. This option assumes there is a need to clear buildings, or suspend service because of an ongoing incident. The coordination of service needs will be addressed at a CP or an EOC under the direction of the Incident Commander (IC) or Emergency Manager. This option should be used only when absolutely necessary and it is safe to do so. Personnel should not be directed to leave facilities if they will be exposed to more danger than they would if they remained in-place.
Procedures are as follows:

- The IC or Emergency Manager will confer with the Executive Policy Group. The Public Information Officer (PIO) will participate in the discussion in preparation for communicating the decision.
- The PIO will ensure the message is communicated to affected audiences using appropriate means, as detailed in the Crisis Communication Plan.
- Initial messaging should specify the time the campus is expected to reopen. If this is not possible, subsequent messaging should be used to indicate when the campus is reopened.

**Evacuation**

Evacuation is the removal of all occupants from Tufts facilities or service areas. Designated safe “Areas of Gathering” for each facility are pre-established, with a secondary “Area of Temporary Shelter” also identified. Procedures are as follows:

- A directive to evacuate can be issued by the Incident Commander (IC) or public safety authorities.
- Evacuate personnel to the primary safe area unless directed to go to a secondary location or to an Area of Temporary Shelter established by public safety authorities.
- The IC or public safety authorities will notify affected personnel when it is safe to return to the evacuated area, or should escalate to an Emergency Manager if longer-term shelter is required.

**Relocation**

Relocation is used in conjunction with evacuation in that it calls for vacating Tufts facilities or service areas. Instead of dismissing personnel they are directed to a safe facility for sheltering. It could occur during an incident that does not directly threaten the facility or service area but where public safety authorities wish to use the site as an emergency center. Procedures are as follows:

- A directive to relocate can be issued by the IC only. (All public safety requests for relocation must go through the IC.)
- The IC will determine the location to where personnel will be moved.
- Moving procedures are the same as for evacuation.
- The IC or public safety authorities will notify affected personnel when it is safe to return to the displaced area.

**Shelter in Place**

Shelter in place refers to protecting students and employees within grounds or facilities. This option can be used in two types of situations: 1) there is no immediate threat to the facility itself, so all people can remain safe by staying inside, and 2) the threat is such that an attempt to move occupants would expose them to more danger than they would face by staying put. As an example, this option could be used during a hazardous materials incident, such when escaping gases or vapors could cause harm to those who inhale it. It might also be used if releasing occupants could interfere with law enforcement or firefighting activity in the area.

- The IC or public safety authorities will direct use of shelter in place as a protective action decision.
- Consider use of the Chemical Hazard pre-scripted TuftsAlert warning message.
• Take steps to isolate personnel from the external environment during environmental or hazardous materials incidents. This should include closing all outside doors and windows and turning off A/C and air handling systems.
• All personnel and visitors should seek shelter by moving away from outside windows and doors as well as all air ducts and ventilation systems.
• The PIO will ensure the message is communicated to affected audiences using appropriate means, as detailed in the Crisis Communication Plan.
• The IC or public safety authorities will notify on-site administrators when it is safe to resume normal operations.

Facility Lockdown
Lockdown is protecting visitors and personnel from an internal or external threat, such as a violent person, by excluding or isolating that threat. This option requires the ability to quickly secure buildings, and interior and exterior doors of the physical plant. Movement of occupants should be limited and protective cover should be sought.

Tufts University adopts the position on lockdowns issued by IACLEA14:

“The term ‘lockdown’ generally refers to an emergency protocol to prevent people from entering or leaving a facility. A lockdown is defined as an emergency course of action ordered by a person or persons in command, such as law enforcement personnel, to contain a problem or incident within the area of origin by controlling the movement of people. When considering a lockdown of campus facilities, campus authorities must take into account the severity and urgency of the problem or threat and the imminent danger to persons on the campus.

There are important distinctions between the ability to lock down a secondary or elementary school and the ability to (or practicality of) lock(ing) down an entire campus. Secondary schools are typically self-contained in one building, which can be quickly locked down by securing all means of exit. College/university campuses, on the other hand, usually contain many buildings and various types of facilities spread out over many acres of land. The college/university campus usually includes a number of roads, pathways, and some thoroughfares that the campus may share with the municipality in which it is located. Each individual campus has unique security challenges based on location, design, student population, and available police and security capabilities. Most campuses are intended to have an open atmosphere and the size and complexity of most campuses are similar to that of a town or small city. In some cases, campuses are spread throughout a city, making it very difficult to centralize security procedures. Therefore, the ability of campus authorities to ‘lock down’ an entire campus and restrict the free movement of people is difficult, if not impossible.

When one speaks of lockdowns on college/university campuses, the need for such emergency action would generally arise in a single building or facility that is the area of origin for a problem or critical incident. Public Safety professionals on campus may utilize lockdown in an emergency action in one building or facility where a problem(s) was occurring. In most cases, a campus-wide lockdown is not practical. Many considerations may come into play for campus authorities in deciding whether to lock down a building, suggest a ‘shelter in place,’ or close an entire campus. For example, large universities have facilities that provide services to the

14 (International Association of Campus Law Enforcement Administrators 2008)
public, such as libraries and hospitals. A decision to contain an area, or completely close a campus due to a potential emergency necessarily involves many considerations, resources and complexities.”

Procedures are as follows:

- The IC or public safety authorities will order the lockdown, specifying the scope, i.e. exterior doors and windows only, offices only, specific sections, etc.
- On-site administrators will oversee the lockdown and notify the IC when the procedure is completed.
- All personnel and visitors should move into isolated sections of buildings and reduce exposure to outside windows and doors.
- The IC and/or IMT will inform public safety authorities of the lockdown and ensure that appropriate public safety personnel have keys to access the secured areas.
- The IC or public safety authorities will notify on-site administrators when it is safe to resume normal operations.

11.3. Mass Care, Housing and Human Services
Mass care includes the provision of shelter, hygiene facilities and other basic human needs. It does not include medical care, which is addressed in Public Health and Medical Services. The provision of mass care services and shelter in an emergency generally applies to three groups:

1. Residential students living in university housing, and relying on the university for shelter if their primary housing becomes unavailable;
2. University students who are displaced from their near-campus private housing, or employees who may be unable to travel home due to a large-scale disaster; and
3. University personnel involved in the response, who may need to be temporarily housed on campus in order to perform their duties.

Based on past experience, many individuals may seek their own alternative accommodations without university assistance; however, some individuals may require assistance, particularly in a large-scale event that depletes the reservoir of individually accessible alternatives. Generally a combination of options may be necessary to accommodate housing needs:

- Individual arrangements, such as staying with friends, or a self-procured hotel room;
- Reassignment using surplus university housing stock, or spare rooms kept in reserve;
- Allocation to nearby hotel rooms, with the assistance of Purchasing; or
- Creation of one or more emergency shelters in available university facilities.

11.3.1. Boston health sciences campus
Posner Hall is on the only on-campus residential facility, and is managed by the School of Medicine Student Affairs Office, which is responsible for assisting affected students in the event this facility becomes unusable.

11.3.2. Boston SMFA campus
Office of Residential Life and Learning on the Medford/Somerville campus is responsible for coordinating housing for approximately 50 students in two leased facilities at 54 Fenway, Boston and 1047 Beacon St., Brookline, and will take the lead role in coordinating housing needs in a disaster.
11.3.3. Grafton campus

Four bedrooms in the Alpha Psi House are the only residential facilities on campus - there are no university-operated housing facilities. Temporary shelter can be established in the hospitals, or the Varis Campus Center, if necessary during a large-scale emergency.

11.3.4. Medford/Somerville campus

Nearly 3,400 students live on campus in university facilities, with additional students living on campus in fraternities or sororities. Another 2,500 students are estimated to live in private housing in the neighborhoods surrounding campus. As the entity responsible for housing the majority of students, Office of Residential Life and Learning has the lead role in coordinating housing needs in a disaster, and will work with Residential Facilities and the Fletcher School’s Blakeley Hall Resident Directors.

The university has identified the Gantcher Family Sports and Convocation Center (Gantcher Center) as a location for establishing a shelter in a disaster. The facility has utilities that are separate from most of the rest of the campus, and has pre-configured electrical connections to allow rapid connection of a mobile emergency generator.

11.4. Damage Assessment

Responsibility for damage assessment lies with Tufts University Facilities Services and Risk Management. Governmental and private agencies may be requested by Tufts University to provide assistance in this area.

The damage assessment process will be managed and directed from the EOC. A damage assessment coordinator may be appointed to direct and control the effort. Duties of the damage assessment coordinator include:

- Direct all damage assessment activities and compile consolidated information.
- Coordinate all damage assessment documentation with the Finance/Administrative section.
- Utilize and request resources sufficient to conduct an assessment within the time parameters established.
- Insure standardized methods and documentation are used.

Damage assessment teams should make use of photography and videography to document damage. Some smart phone cameras take photographs that are time stamped and geographically referenced, and have sufficient quality to be used for incident documentation. Photographs taken with smart phones should be promptly copied onto a central storage system and deleted from the smart phone to avoid the smart phone becoming evidence in claims or legal matters.

11.5. Oil and Hazardous Materials Response

Tufts Environmental Health & Safety (TEHS) is the lead department managing response to oil and petroleum product spills, and accidental hazardous material releases. Laboratory personnel, a contractor, the local fire department, or the state hazardous materials response team may perform actual response, decontamination, and cleanup, but TEHS will provide subject matter expertise and coordination of external entities.
11.5.1. Related Plans
To effect these responsibilities TEHS maintains several plans external to this document that provide procedural guidance for response to various types of releases of hazardous substances. The Incident Commander or Emergency Manager should engage TEHS personnel early in an incident in order to implement appropriate university response plans.

- Hazardous Waste Prevention, Preparedness, and Contingency Plan – Boston campus and Medford/Somerville campus
- Oil Spill Prevention Control and Countermeasure Plan
- Response to Hazardous Conditions, Department of Public & Environmental Safety

TEHS is also prepared to implement the university’s responsibilities pursuant to the Town of Grafton Biological Emergency Response Plan.

Response to intentional, large-scale release of hazardous materials, such as an attack using chemical, biological, radiological, nuclear or explosive materials, is the responsibility of local, state and federal entities.

11.6. Volunteer and Donations Management

11.6.1. Volunteer Management
An emergency may bring about “spontaneous volunteers” who wish to contribute to the relief effort, but have no prior training or organization. If not properly managed, these spontaneous volunteers can become a hindrance, and the response misses out on a willing and able labor resource. On the Medford/Somerville campus, where the undergraduate population is likely to provide the largest well of volunteer interest, the Office for Campus Life will implement management and organization of volunteers to direct their interests to constructive purposes.

11.6.2. Donations Management
Large-scale disasters often result in an outpouring of donated goods or money directed to the affected community. A major disaster may similarly affect Tufts University. As the division responsible for philanthropic donations on a daily basis, University Advancement is able to manage gifts and donations related to a major disaster. In the event of a large-scale disaster requiring management of spontaneous donations, University Advancement can be engaged and may be represented in the EOC by the Senior Director of Advancement Services, or Senior Director of Advancement Communications and Donor Relations.

11.7. Mutual Aid
Tufts University is a signatory to the National Intercollegiate Mutual Aid Agreement (NIMAA). In addition to aid from local and state governmental entities detailed in Assistance from Local Jurisdictions on page 33, the

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15 As a small quantity generator of hazardous waste (pursuant to 310 CMR 30.351), the Grafton campus is not required to have a specific Hazardous Waste Prevention, Preparedness, and Contingency Plan. Response is guided by Response to Hazardous Conditions.
NIMAA provides a framework for Tufts to request (and provide) assistance from peer institutions who are also signatories to the NIMAA.

This annex is reserved for NIMAA procedures in a subsequent revision of the Emergency Operations Plan.
12. Hazard- and Threat-Specific Annexes

12.1. Hurricane/Major Storm

12.1.1. Hurricane Planning Checklist

Task Description | Responsibility
--- | ---
Planning Phase – Due July 1 Each Year
Review Shelter in Place Options | All
Adequate food/water for several days | Dining
Ability to serve meals w/o power | Facilities
Trim tree branches | Facilities
Check all drainage pumps | Facilities
Fuel/Test All Generators | Facilities
Sewers/Drains in working order | Facilities
Check battery powered equip | Facilities/Public Safety
Plan table top exercise for July | Office of Emergency Mgmt
Check battery and flashlight supply | Public Safety/Facilities
Number of students in housing during storm | Residential Life

Pre-Storm Advance – approximately 72 hours before landfall
Secure loose outdoor furniture | Facilities
Monitor progress of storm | Office of Emergency Mgmt
Notify university support functions/Plan meetings | Office of Emergency Mgmt
Test EOC equipment | Office of Emergency Mgmt
Activate EOC phone lines | Office of Emergency Mgmt
Alert community of impending storm | Public Relations

Pre-Storm Imminent – landfall is within 24-36 hours
Fuel all vehicles and generators | All
Prepare Construction Sites | Construction
Deans Notice to Parents | Student Affairs
Verify/Update All Utilities Phone Info | Facilities/Public Safety
Alert community of impending storm | Public Relations
Update Communications to Tufts Community | Public Relations
Review Shelter in Place Procedures | Public Safety/ResLife
Set Up Public safety Hotlines | Public Safety/Telecom
Research Lab Preparation | Research Community

Post-Storm
Check for flooding in basements | Facilities
Report Damage to Utilities | Facilities
Check for Roof Damage | Facilities
Check for Gas Leaks | Facilities/Public Safety
Check For Exterior Building Damage | Facilities/Public Safety
Communications Update to Tufts Community and ext. media as appropriate | Public Relations
Block off/mark Hazards w/Barriers | Public Safety/Facilities
Determine/Mitigate Life Safety Hazards | Public Safety/Facilities
<table>
<thead>
<tr>
<th><strong>Task Description</strong></th>
<th><strong>Responsibility</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Check For Injured Students</td>
<td>ResLife/Public Safety</td>
</tr>
<tr>
<td>Check for HazMat Spills</td>
<td>Researchers/Public Safety</td>
</tr>
<tr>
<td>Assess Damage/Notify Insurers</td>
<td>Risk Mgmt.</td>
</tr>
</tbody>
</table>