

Bowdoin

CAMPUS EMERGENCY MANAGEMENT PLAN

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Submitted By:



The Office of Safety and Security

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

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1 PURPOSE

The purpose of the Bowdoin College ***Campus Emergency Management Plan (CEMP)*** is to provide “all hazards” guidance in identifying, responding to, and recovering from a declared disaster affecting the campus community.

An “all hazards” approach focuses on preparedness by establishing an adaptable process built on capabilities and expertise. This approach delineates a communication and organizational structure that functions based on objectives and results, using appropriate resources and qualified personnel to best respond to a given crisis. Since each disaster presents an almost infinite number of unique circumstances and challenges, “planned for” emergency scenarios never play out exactly “as planned”, which leaves crisis managers having to improvise and go off plan, which is often reactionary and disorganized. The CEMP considers most likely threats to the college, and is created using a NIMS framework that allows for the expansion or contraction of the response organizational structure based on the dynamics of the situation. This allows the ***Incident Commander (IC)*** to drive response operations in an informed, timely and efficient way that addresses both college and community concerns.

2 REFERENCES AND DEFINITIONS

The following sources were consulted in the creation of this plan and should be considered when formulating response management strategy for any emergency:

- National Incident Management System (NIMS)
- Office of Safety and Security, Standard Operating Procedures
- Office of Environmental Health and Safety, Integrated Contingency Plan
- Bowdoin College Student Handbook
- Bowdoin College Employee Handbook

DEFINITIONS – see **ANNEX A**.

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3 SCOPE & PLAN ASSUMPTIONS

Maintaining a safe and secure campus is foundational to executing the academic mission of Bowdoin College. Using a comprehensive approach that includes policy, technology, outreach, and professional development, the leadership at Bowdoin College supports a proactive strategy during non-crisis times. This approach builds trust, establishes relationships, and sets expectations by identifying and involving students, staff, faculty and key community members in policy development, investigations, preparedness exercises, and professional development which directly enhances both local campus and international travel safety and security. Time and again, after action reports of lessons learned from federal, state, and local disaster demonstrate that **these elements are essential** to successfully launching and effectively managing a crisis response of any size or scope.

3.1 NIMS Compliance. This plan addresses Bowdoin College’s campus-wide disaster management protocols, which were developed using the National Incident Management System (NIMS) response construct.

3.2 Disaster Classification. This plan describes the organization’s objectives and protocols for those campus-wide emergency scenarios considered large enough in scope to be classified a campus “disaster” because it:

- May seriously impair or halt the operations of the College;
- May result in mass casualties or extensive property damage; and/or
- May significantly impact the off-campus community or geographic region.

3.3 Scenario Development. Protocols were developed after considering a variety of potential threats that could affect the college; scenario-based priorities and objectives were then identified to effectively plan, prepare for, and direct initial actions. The scenarios addressed include:

Shelter Activation	Bomb Threat	Catastrophic Fire/Structural Failure
Civil Disturbance	Missing Person	Hostage Situation
International Crisis	Active Shooter	Suspicious Package
Oil/Hazmat Spill	Power Outage	Public Health Emergency

3.4 Non-Routine Application. This plan does not specifically address small-scale or routine emergencies that may occur on campus. Various departments have established internal protocols and procedures for dealing with these smaller incidents and the responsibility for planning for and coordinating response to these situations is at the department head level.

A table of these department-led plans is listed in **ANNEX B: Departmental Emergency Plans.**

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4 CAMPUS EMERGENCY MANAGEMENT TEAM (CEMT)

4.1 Scope. Charged by the President of the College, the CEMT is a year-round standing committee composed of senior staff and managers from across all departments whose primary responsibility is to manage a unified response to any significant campus-wide emergency or disaster. The primary responsibility of the team is to prepare for, train and respond to campus crises, using the NIMS construct. For smaller or short-term incidents, it is likely that CEMT members will wear dual-hats, prioritizing and balancing daily work with responsibilities with CEMT functions, or, if necessary, temporarily focus primarily on the emergency at hand. However, when incidents escalate, or are of such a size or scope that they require the full attention of the team, it may be necessary for some, if not all, CEMT members to divest themselves from their regular, daily roles with the College so their full attention can be on the crisis at hand, such as when dealing with a Type I incident (see “Incident Types” below). It is important that there is clear communication of expectations between the **Incident Commander (IC)** and other senior officers, and, subsequently, between supervisors and employees to ensure that all are clear as to their job expectations and their (likely) modified reporting chain of command.

4.2 Administration. The Office of Safety and Security, in consultation with the Manager of Environmental Health and Safety, organizes and manages the CEMT. Semiannual CEMT meetings and an annual exercise are arranged to assess current or potential emergency management issues, provide necessary training, organize, and conduct topical drills, and update elements of the Plan. Smaller sub-groups typically will meet throughout the year on an as-needed basis, to address emerging issues and plan revisions to the Plan.

4.3 CEMT Overview

4.3.1 Responsibilities of the CEMT include, but are not limited to:

- 4.3.1.1 Identify and determine the scope of the emergency.
- 4.3.1.2 Authorize modifications to college operations, such as limiting/cancelling of events, changes to staff hours or class schedules, evacuation and/or closure of College buildings, etc.
- 4.3.1.3 Mobilize initial response resources and direct the response at the appropriate level, referring to the CEMP for initial response guidance.
- 4.3.1.4 Initiate notifications to the college and community.
- 4.3.1.5 Proactively address public affairs/public relations communications, **including through social media.**
- 4.3.1.6 Direct and/or support response operations.
- 4.3.1.7 Provide policy clarification/guidance and decision-making authority.
- 4.3.1.8 Coordinate the release of all official information and instructions to the public.
- 4.3.1.9 Acquire necessary resources to support an effective response.
- 4.3.1.10 Maintain the operational and administrative readiness of mass communication technologies and monitor the effectiveness of this technology through tests/real world response use.
- 4.3.1.11 Complete required CEMT training and participate in annual exercises of the CEMP.
- 4.3.1.12 Ensure emergency contact information is kept up to date in College system WORKDAY and in the CEMP.

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4.3.2 Staff composition of the CEMT consists of key college personnel who are chosen because of their experience, professionalism and daily job function.

4.3.2.1 Each team member has an identified “alternate” who is capable of backfilling should the primary contact be unavailable or unable to perform CEMT duties. Team membership is updated on an as-needed basis.

4.3.2.2 Team composition and contact information are regularly maintained and updated by the Associate Director of Safety and Security to accommodate personnel changes/availability and meet the preparedness needs of the College. This information is posted in **ANNEX C.1**.

4.3.3 Department-specific information relevant to the incident will be provided by the various Team Members and Alternates as directed by the Command staff.

4.4 **Implementing NIMS.** The CEMT will employ NIMS principles as the foundation for response management.

4.4.1 CEMT Training: All team members are required to complete the ICS-100HE (Higher Education) FEMA online training module. Additionally, team members who serve in leadership roles (Command and General Staff leadership) require advanced knowledge of ICS processes and will gain a working ICS knowledge of at least the ICS-200/300 level, and ensure participation in an annual exercise that at least in part tests competency in NIMS ICS processes.

4.4.2 Response Structure: NIMS calls for the assignment of response organizational positions based on subject matter knowledge and expertise, and the core understanding of NIMS response management protocols. For this reason, there is not a simple assignment of roles by College department, or regular employment job description. Each incident will dictate what NIMS roles must be filled to manage the situation, and based on that need, members from the CEMT will be selected to serve in various capacities. For instance, infrastructure-related incidents such as a catastrophic structural failure would likely dictate that the Director of Facilities Management be placed as the Operations Section Chief, directing resources to effect repairs; but initially, the Director of Safety and Security would likely be the Operations Section Chief, ensuring coordination with local emergency services personnel to evacuate and triage the site to ensure safety of life. Adaptability and information sharing are key to the successful implementation of a NIMS structure.

This Plan includes ***Incident Action Plans*** for a variety of possible college campus crises, each containing a suggested organization chart to serve as a starting point for initial response, but the structure will inevitably be modified based on the actual scenario. What will *not* change is the ICS functions of each organization chart position and the need for those working within the structure to understand the NIMS process. It is essential that CEMT members understand basic NIMS roles, terminology, the planning cycle, and the tenants of crisis management information sharing. While a NIMS organization chart represents r

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“stove piped” organizational reporting. Communications must floss across each section as well as up and down the chain in order for those carrying out operational support to have an understanding of priorities and changing objectives. Also, this is critical in order for the **IC** to have optimal situational awareness.

4.4.3 Crisis Coordinator: The Crisis Coordinator is proficient and experienced in NIMS response procedures, and is responsible for:

- 4.4.3.1 Directing Logistics to initially set up the ICP, CCC, and JIC, and other response support facilities.
- 4.4.3.2 Guiding the Command and General staff in adherence to NIMS principles and processes, and the College-specific procedures outlined in this CEMP.
- 4.4.3.3 Guiding, in coordination with the Command and General Staff, the timely and effective demobilization of response assets and facilities.
- 4.4.3.4 The default Crisis Coordinator is the Associate Director of Safety and Security.

4.5 Emergency Scope

4.5.1 Incident Type I (Major Disaster). An emergency may be considered a “disaster” if it meets one or more of the following criteria:

- may seriously impair or halt College operations;
- may result in mass casualties or extensive property damage; and/or
- may significantly impact the off-campus community or geographic region.

Incident Operations would likely be directed employing a Unified Command construct, in which the College is likely not the **IC**. Efforts likely require an operational period beyond 24 hours, the deployment of outside agencies/emergency services, and significant campus technical, administrative, Facilities, and/or Security services as necessary to support response management efforts. Significant issues will arise that require coordination and decision making at the Senior Officer level.

4.5.2 Incident Type II (Significant Emergency). An emergency that:

- significantly disrupts one or more facets of College operations; and
- may threaten the health or safety of those on campus.

Outside agencies/emergency services and significant campus technical, administrative, Facilities, and/or Security services may be necessary to support response management efforts. Significant issues may arise that require coordination and decision making at the Senior Officer level.

4.5.3 Incident Type III (Localized Emergency). An emergency that:

- remains localized within the campus and disrupts a certain function of College operations; most regular college operations will continue around the incident.

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Outside agencies/emergency services may be employed on a limited basis and some campus technical, administrative, Facilities, and/or Security services may be necessary manage the response. Some significant issues may arise that require coordination and decision making at the Senior Officer level. Generally, these are quickly resolved.

- 4.5.4 Small Scale Incident Management.** Various departments have established internal protocols and procedures for dealing with these smaller incidents and the responsibility for planning for and coordinating response to these situations is at the department head level. If it appears that a situation may escalate to the “disaster” level, the department head is expected to expeditiously inform and coordinate with the CEMT manager, who will in turn decide as to the partial or full activation of the CEMT. These department-led plans are listed with contacts in **ANNEX B.**

4.6 CEMT Disaster Activation

4.6.1 Initial Notifications

4.6.1.1 All emergencies will be reported directly to the Security Communications Center [Telephone **725-3500**], from which the Dispatcher on duty will notify the Director of Safety and Security and the appropriate college and community response services as outlined in established Security protocols depending on the nature of the incident.

4.6.1.2 Upon report of an emergency meeting the above criteria, the Communications Center Dispatcher on duty will notify the first available designated **IC** for specific directions, and/or permission to activate the Plan. The authority to declare a campus state of emergency and activate the Plan lies with the Senior Vice President for Finance and Administration/Treasurer or their designee(s) in consultation with the President (if available). In their absence, the designated **ICs** in descending order of authority are as follows:

- SVP for Finance and Administration/Treasurer
- Dean of Student Affairs
- Dean of Academic Affairs
- SVP for Development and Alumni Relations
- Director of Safety and Security

The **IC** will coordinate communications with the President of the College.

4.6.1.3 The **IC** will determine and declare the ***Degree of Immediacy*** of the reported situation, as follows:

- **High** – the situation presents an immediate and extensive danger to the personnel or property of the College, requiring the activation of the full Emergency Notification System and the convening of the entire Team in either the ICP or other appropriate location depending on the circumstances.

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- **Medium** – the situation does present an immediate danger to the personnel or property of the College, but is so limited in scope that it is not necessary to activate the full Emergency Notification System or convene the entire Team; an appropriate sub-group of the Team will be contacted immediately for an emergency meeting, and limited community notifications will be made at the **IC**'s discretion.
- **Low** – the situation does not present an immediate danger to the personnel or property of the College, but does require a discussion regarding an appropriate response; specific individuals knowledgeable of, or needing to know of, the situation will be contacted directly and a meeting scheduled ASAP during normal business hours.

If directed by the **IC**, the Director of Safety & Security or one of the other potential **IC**'s will initiate the **Emergency Notification System**, as outlined in detail in the **Crisis Communications Plan** and associated flowchart in **ANNEX C.4**.

The **IC** will coordinate updates with the President of the College.

4.6.2 Incident Command Post (ICP) Establishment. When a disaster or complex situation arises, it may be effective to establish a unified workspace to plan, communicate, coordinate and direct the response. Many factors are considered when making this decision and only the elements of an ICP considered operationally necessary are to be stood up. An ICP could be partially established if it is unknown as to the longevity or complexity of the incident. Generally, an ICP is established when the incident involves outside agencies/partners who will need on site logistical support or require public relations and **IC** coordination meetings during the response. Ultimately, the establishment, makeup, and dissolution of the ICP is at the discretion of the **IC** based on operational need.

- 4.6.2.1 Upon **IC** direction to stand up an ICP, logistical responsibility falls to the Crisis Coordinator. In the event of a full-scale ICP activation, consult **ANNEX D: ICP Setup and Floorplan**. For smaller incidents, this will be modified to establish only those sections that are necessary to support the operational functions of the response structure.
- 4.6.2.2 **Daggett Lounge in Thorne Hall** was assessed and established as the optimal ICP option on campus, though depending on the type and location of the incident, other locations certainly could serve as the ICP. There are multiple sites throughout campus that could be considered as alternate ICP site locations, **i.e., the Communications Office at 85 Union Street**.
- 4.6.2.3 An **Executive Conference Room** will be set up in the Mitchell South Conference Room (Thorne 213) adjacent to the **Crisis Call Center** (CCC – see 4.6.1.5 below) to serve as a private meeting room for senior officers to hold discussions outside of the General Staff set up in Daggett Lounge.

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4.6.3 Crisis Call Center (CCC) Establishment

- 4.6.3.1 Upon **IC** direction to stand up a CCC, logistical responsibility falls to the Crisis Coordinator.
- 4.6.3.2 The CCC serves as a community relations information hub, to field questions and concerns of the population. It is essential that the Public Information Officer and the CCC leader consult frequently with the Situation Unit Leader to ensure alignment in information releases that are based on the most recent status updates.
- 4.6.3.3 **Mitchell North Conference Room** (Thorne 215) was assessed and chosen as the optimal CCC option on campus, though depending on the type and location of the incident, other locations certainly could serve as the CCC. There are multiple sites throughout campus that could be considered as alternate CCC site locations, i.e., the **Communications Office at 85 Union Street**.

4.6.4 Crisis Communications Plan Implementation

In times of crisis, proactive dissemination of pertinent facts and data will substantially benefit College community relations. Often, it is in the College's best interest to take a systematic, pre-emptive approach to public crisis communications, disclosing as much confirmed information as possible. This is a big job, especially in the first few hours/days of a crisis. For this reason, a **Public Information Officer (PIO)** must be assigned as an Assistant to the **IC**. The PIO must work within the NIMS structure to ensure that the most accurate information is disseminated appropriately and must work closely with the President of the College to capture the desired tone and implement the most appropriate public information strategy employed by the **IC** and **PIO** and may require final approval of external messages. The designated **PIO** will likely be the Vice President of Communications and Public Affairs, who will prepare for release all fact sheets, news releases, web postings, broadcast radio transmissions, or any other types of public communication. The **PIO** will create an **IC**-approved Strategic Media Plan which will set for the briefing schedules, clarify desired tone/messaging, and establish information sharing needs for both internal college responders and to the external community. Generally, the **IC** also signs off on the media strategy, all press releases and interviews scheduled. The overall goal is to minimize speculation, inaccurate reporting, and negative publicity. This approach gives the institution more influence on what the media reports, ensures that facts and data are validated prior to release from the ICP, and reduces inquiries and stakeholder immediate demands for information.

Establishment of channels of communication is of the utmost importance in supporting CEMT efforts to manage an incident. When supporting an ICP, the following communication elements should be set forth as resources in the Incident Action Plan so all know what and how to use the various technologies:

- 4.6.4.1 ICP Internal Communications. Upon establishment of the ICP, the following means of communication will be available:

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- App Armor. This *Emergency Notification System* will be accessed as needed and as directed by the Team Leader to provide ongoing information and directions to the campus community, as outlined in the attached *Crisis Communications Plan*.
- Microsoft Teams. Meetings will be initiated with members of the CEMT, as necessary.
- Call Trees. Members or their Alternates may also activate their Departmental call trees, log contacts made, and provide department-specific instructions as appropriate.
- Telephones. Will be available at each ICP table Command Table; Command staff ICP phone extensions will not be disseminated outside of the ICP structure. A Documentation Unit Recorder (usually at the level of Sr. Administrative Assistant) should be assigned to assist the **IC** with managing call volume and arranging conference calls when necessary.
- Radios. Security will work with Facilities Communications to have the ICOM system set up to maintain the radio interoperability. Additionally, Security will monitor all radio traffic, make calls as directed by the Executive Officers, and relay calls received through same. **An inventory of spare handheld radios will be maintained by Security if additional persons serving in the ICP need to maintain direct communication to the field or with each other. In addition, two base radios with independent power sources that are maintained by Telecommunications in Appleton Hall are available for emergency use.**
- Internet. The *Emergency Information Portal* on the College's website will be accessed and used to provide information to the Command Table on request.

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4.6.4.2 ICP External Communications. Upon arrival at the ICP, the designated Members or their Alternates will take the following actions:

- Response Agencies. Security will establish communication with the first responders to the incident by radio, telephone, or in person. If the town, county, or state EOC is activated, Liaison Officers will be assigned to ensure communication between the college and other response entities to keep open lines of communication between the College's ICP Command table and the EOCs. Additionally, the Command table Workstation may be used to connect with the Regional Response Team's (RRT) bulletin board system, to post information as directed by the Command Table, and to relay posted information. Any problem/limitation or exceptional help offered by supporting response agency that comes to the attention of a General Staff member will be raised up the chain to the Agency Liaison and the **IC**.
- Campus Community and Concerned Callers. At the direction of the Team Leader, the Public Information Officer (PIO) or his designee will access the **Bowdoin College Entry Line [725-3000]** to change the automated telephone greeting, as outlined in the attached *Crisis Communications Plan*. In addition, the after-hours operator service will be notified of the state of emergency by the PIO or their designee.
- Alerts and Announcements. Are telephone messages that the Public Information Officer (PIO) or his designee will control, recording a brief update of the situation with appropriate directions for both the campus population and outside callers. Additional broadcast voicemails may also be made at the discretion of the Team Leader and the PIO, as outlined above.
- Emergency Information Portal is a web-based tool that may be activated by IT as a deferral from the normal home page, which may be used to post content as provided by the **PIO**. In an extended situation, the **PIO** may also send less-urgent email notices and instructions to affected populations based on list-serves provided by IT. Updates to these notices will be made as needed. In addition, an access-restricted quick-link button on this page allows the Team members to access an online cache of emergency documents (*J:\Emergency Planning*) for reference.
- Media and Call Centers. The **PIO** will prepare an initial statement for the media, and direct them to the **Joint Information Center (JIC)** if established, which will be located at **85 Union Street**. A sub-team of Communications Office personnel may be assigned to the JIC and Crisis Call Center as the incident progresses. Ongoing releases to the local radio and television media will be prepared and/or approved by the **PIO** in consultation with the **IC**.

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- Neighboring Community. It is the responsibility of the response agencies to provide information and instructions regarding the incident to the public via the media. Such information will be coordinated with the College's **PIO** but will be disseminated entirely by the On-Scene Coordinator for the incident or their representative. A Community Liaison Officer that works as an IC Assistant can significantly ease tensions by offering that 1:1 interface for questions and information sharing.
- Social Media. The Communications Office will begin monitoring and if necessary, countering online posts regarding the emergency, as well as posting regular informational notices on the College's social media pages to discourage disinformation and control the volume of incoming telephone and email inquiries.

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5 CAMPUS RESOURCES

5.1 Facilities – Emergency Use

- 5.1.1 Security Communications Center.** The **Communications Center** is staffed 24-7-365, and is the first point of contact for all College emergencies [Telephone **725-3500**]. The Comm Center is serviced by an emergency generator, and can manage multiple streams of radio, telephone, and video traffic, which are logged and recorded for reference. The Comm Center Dispatcher on duty is responsible for initiating the *Emergency Notification System* in the event of a disaster being declared, as outlined in the *First Response* section below.
- 5.1.2 Incident Command Post (ICP).** **Daggett Lounge in Thorne Hall** is designated as the College’s ICP for incidents that retain college authority and jurisdiction. There is only one ICP for any incident, and the ICP is where those with ultimate authority and jurisdiction make final incident management decisions. The nature and scope of an incident will determine the best location of an ICP. Unless the incident predominately impacts Bowdoin property, students, or staff, large scale incidents that expand beyond the scope of the college into local or state authority are likely to have an ICP established at a location other than Bowdoin College. If this is the case, a Bowdoin Liaison Officer should be designated to maintain coordination with the ICP. Also, if the College commits resources to assist the ICP, or if the issue being managed has Bowdoin as a key operational division or group, it is essential that the College designates a liaison to actively engage the Unified Command at the ICP to communicate expectations, limitations, concerns, and needs regarding the response effort and impact to Bowdoin. In this scenario, we would no longer refer to our operation as an ICP, but as a particular operational base, division, or group, depending on our role. We would still communicate, organize, and implement decision making processes in accordance with this CEMP, but terminology in referring to Daggett Lounge would be “*Bowdoin Emergency Operations Center (EOC)*”, in lieu of ICP. This distinction is important to ensure clear communications among both internal and external partners. If Daggett Lounge is not accessible or suitable, an alternate ICP location will be identified.

Daggett Lounge offers the following services in support of an ICP:

- Emergency power supply via diesel generator, including a transformer panel in the ICP for small equipment.
- Multiple fixed phone ports [Telephone **798-4300** / Fax **798-4306**], with five auxiliary phone lines [x4301, x4302, x4303, x4304, x4305] rolling from the main number.
- Multiple fixed computer network ports and dedicated wireless access with satellite backup.
- Large-screen audiovisual system with access to both the College’s computer network and cable television.
- Restrooms, dedicated dining facilities, and separate offices and meeting rooms.

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5.1.3 Crisis Call Center. Mitchell North Conference Room (Thorne 215) is designated as the College’s Crisis Call Center. In the event of Type I, or a complex Type II emergency, the Call Center in Mitchell North will be staffed by temporary operators (Team Alternates and others) and utilized to help the Comm Center manage the expected volume of incoming calls. Operators will provide concerned callers with a general statement of the situation as approved by the PIO and direct them to the College’s emergency website (see below) and/or main telephone line [725-3000] for further information.

This location is provided with the following:

- (10) VoIP telephones [725-5119, rolling to x5120 through x5130] and a bypass switch
- (2) analog phones w/ by-pass trunk lines should power be lost to the networked phone switch
- A wall-mounted whiteboard for notetaking

If the EOC is moved offsite to the Communication Office at 85 Union Street, the Crisis Call Center will be activated at that location and staffed by Development staff as for an alumni event.

5.1.4 Joint Information Center (JIC). The **Town Council Chamber Room at 85 Union Street** is designated as the Joint Information Center for the College and its mutual aid partners in the event of a disaster, separate from the established ICP and at a distance from the core campus, to facilitate media relations.

5.1.5 Designated Shelters. In the event of evacuations and/or sheltering becoming necessary, the following locations have been designated for temporary or prolonged use, dependent on the nature and location of the incident:

TEMPORARY OFF-CAMPUS* <i>*state-designated Red Cross shelter sites</i>	TEMPORARY ON-CAMPUS	PROLONGED ON-CAMPUS
Farley Field House	Morrell Gymnasium	Chamberlain Hall
Brunswick High School	Sargent Gymnasium	Stowe and Howard Halls
	Moulton and Smith Unions	Osher and West Halls
	Thorne Dining Hall	

These locations are readily accessible by foot and vehicle, are designed to hold large numbers of people, are access-controlled, and are serviced by restrooms. Generators servicing individual campus buildings have been cataloged and assessed for capacity, run time, and systems supported; this information is maintained by Facilities Management, and was included in the selection of shelter facilities. In addition, locations where portable generators may be realistically utilized have been similarly assessed as backup facilities.

Procedures for establishing temporary on-campus shelters in non-residential buildings are outlined in the Bowdoin College *Isolation and Cohorting Protocol*, incorporated here by reference [ANNEX B].

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5.1.6 Designated Emergency Facilities. Farley Field House is one of 56 sites in Maine designated as a Material Distribution Center (MDC) by the Maine Emergency Management Agency (MEMA), and Maine Bureau of Health (MEBOH), under the Strategic National Stockpile (SNS) Program of the Department of Homeland Security (DHS). In the event of a declared statewide emergency, these agencies have the authority to access and use these facilities as needed.

5.1.7 Health Center. On-campus medical services [Telephone **725-3770**] are regularly provided to the student population and are available in an expanded capacity for triage and support in the event of an emergency.

5.2 Supplies

5.2.1 Oversight & Administration. The Associate Director of Safety and Security emergency supplies and equipment and ensures that they are inspected at least semiannually for status and function, in coordination with the regularly scheduled Team meetings. To ensure readiness, post-incident or exercise, the inventory will be replenished prior to storage and all items with a shelf life will be restocked as necessary.

5.2.2 Materials and Supplies

5.2.2.1 ICP – Mitchell North Conference Room (Thorne 215).

- (1) **dedicated laptop** PC with all cables and connectors
- (1) 4-in-1 desktop fax/scanner/printer/copier unit, networked for wireless access designated “SAFETY”
- desktop telephones with 50-ft cords
- wireless microphone and speaker
- (4) power strips
- (4) extension cords
- (1) roll stage tape
- Whiteboard and dry-erase markers,
- Post-It flip chart on easel
- Sharpie markers
- Copy of CEMP and associated documents, in binder
- Safety supplies – first aid kit, emergency blanket, lantern/flashlight, AM/FM/weather radio, traffic vests, name tags, batteries, etc.
- Basic office supplies
- **Construction grade site box with wheels for transport of materials to offsite EOC, if necessary.**

5.2.2.2 Pandemic Flu Supplies – A Secure Storage Room, West Hall. A detailed inventory of supplies is kept as a separate emergency management document due to the sensitivity of some information contained therein.

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5.3 Communications. The following systems are available for emergency use:

5.3.1 Immediate Mass Communication

5.3.1.1 App Armor[®]

5.3.1.2

5.3.1.3 Automated Telephone Systems. Concerned parties calling into the main campus number [Telephone **725-3000**] may access the *Alerts and Announcements* menu [**Option 3**] to receive updated information and instructions in an emergency, whose content may also be updated by authorized persons as needed in an emergency.

5.3.1.4 Public Address Systems. There are fixed public address (PA) systems in Watson Ice Arena, Farley Field House, and Pickard and Studzinski Theaters. If there is an emergency during an event at any of these locations, the public can be notified directly via the PA system. The Events Office and Athletic Department each maintain portable PA systems for location-specific use.

5.3.2 Response Operations Use

5.3.2.1 VHF-Radio. The Departments of Facilities Management, Security, Dining Services, Events, and Athletics routinely use hand-held two-way radios. Security, Facilities Management, and Dining Services have their own independent repeater systems, which transmit on one frequency and receive on another; if the repeater goes off-line, the simplex output frequency may be used directly. The Communications Center has its own antenna and can generally reach all radios directly within a five-mile radius. All channels are monitored by the Communications Center dispatcher, but currently, Security, Facilities, and Dining cannot communicate to one another on their own radio – all communications must be funneled through and relayed by the dispatcher. To address this need for interoperability between the various on-campus radio frequencies, as well as those being used by responders, Security may elect to use a portable ICOM system to be set up in the ICP as necessary. The Communication Center will quickly become overwhelmed if a common frequency is not available.

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in which case, two additional personnel will be assigned to handle phone and campus demands during the initial response phase. Facilities Department leads will check out a security band radio for coordination during any significant event.

- 5.3.2.2 Cell/Home Phone. All members of the CEMT and their alternate(s) are listed in **ANNEX C.1** with their home, work and cell phone numbers, emails, and addresses. In the event of an emergency, this list becomes part of the initial IAP for effecting communication.
- 5.3.2.3 Other Campus Contacts. All College departments and groups maintain employee call lists, and many College departments and groups also maintain emergency procedures specific to their operations or locations, which are incorporated herein by reference [**ANNEX B**]. Copies of these lists and procedures are maintained in the Comm Center and are accessible either directly or by links through the Emergency Information Portal. Members and Alternates reporting to the ICP will be expected to have updated hardcopies of their departmental emergency plans and call lists on hand for easy reference. In addition, copies of all College emergency planning documents accessed through the emergency web portal outlined above are also posted in an authorized-access folder on the main drive at [J:\Emergency Planning](#).

5.3.3 Emergency Assistance

- 5.3.3.1 Safety & Security Campus Communications Center. The Communications Center and Campus patrol officers are on campus and are monitoring the wellbeing of the campus 24/7/365
- 5.3.3.2 Emergency Call Boxes. Emergency telephones are located throughout the campus, inside and outside of buildings. The emergency call boxes have blue lights that make them easily visible at night. The person using the phone presses the **RED** emergency button to connect directly with the Communications Center and identify the location of the caller. Some emergency phones are also equipped with keypads, and may be used for non-emergency calls to Security by dialing **x3314**. The locations of these call boxes are noted on a campus map available from Security.

5.3.4 Situation Updates

- 5.3.4.1 Website Emergency Information Portal. This portal will serve both internal and external users, and is access controlled by user identification and password verification. Only authorized persons may publish to the home page or the portal. Public inquiries should be referred to the general Bowdoin website homepage at www.bowdoin.edu.

The college has established web systems for three emergency scenarios [**ANNEX C.3**]:

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- **Announcement** - An announcement box is placed on the standard www.bowdoin.edu home page. An example is a snow closure or other campus-wide event.
- **Emergency** - The www.bowdoin.edu home page is changed to a new “emergency format” that removes the standard links and offers time-stamped emergency updates, as well as a pass-coded button for in-house emergency information and reference documents (the latter is mirrored by the *Emergency Planning* organization listed under the College’s Blackboard system at www.blackboard.bowdoin.edu, for ready offsite use by Team members without VPN access). The Bowdoin website and tools such as the directory remain online, only the home page is changed. An example would be a campus fire or other immediate event.
- **Catastrophic Failure** - The www.bowdoin.edu home page is automatically redirected to the offsite server [emergency.bowdoin.edu] by IT staff. This scenario is only to be used in the event of a catastrophic systems failure where the Bowdoin network, phones, and web access have been rendered inoperable. Examples would include sustained electrical failures or other catastrophic physical damage to our infrastructure.

5.3.4.2 Public Broadcasts. Radio stations WBOR-FM (91.1) and WGAN-AM (560) are regularly utilized to make public announcements, including cancellations and closures, and would be contacted as necessary to provide disaster notifications and instructions to the public. In addition, the Bowdoin Cable Network may be accessed for the posting of emergency bulletins on the campus network, and/or as a tickertape on the Smith Union video screen.

5.3.4.3 Email Notifications. In an extended emergency, general email notices may be issued to provide information and instructions. IT manages multiple moderated list-serves to address specific departments, groups, or entire populations (such as *all employees* and *all students*), which may be accessed by authorized persons as described in the *Crisis Management* section below. In addition, via the VOIP system as noted above, voicemail messages are also automatically delivered as internal emails containing an audio file for playback.

5.4 Mutual Aid Agreements. The College maintains mutual aid agreements with local emergency response services, which are renewed annually through the MEMA facility reporting process. These agencies are regularly provided with updated copies of the College’s emergency planning documents, including the CEMP, and meet with Safety and Security at least annually to review operations. Contact numbers for these services, and related agencies and resources, are in **ANNEX C.2**.

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5.5 Organizational Elements – Roles of College Department Personnel. In addition to the CEMT member, it will likely be necessary to incorporate staff from various departments into the response management structure to assist with operational support. These individuals may or may not have an assigned position within the ICP but may be directed to assist as needed. The following tables identify the likely division of duties, as they relate to NIMS leadership terminology and organizational structure:

5.5.1 Command Staff: Senior Management and Specialists – the following departments oversee the core business elements of this residential, academic institution by defining overarching strategic vision and setting policies and procedures for staff, faculty, and students. The heads of these divisions are Senior Officers, who, depending on the emergency, will serve as either **IC** individually, or as a coordinated Unified Command. Senior staff, alternatively, may be designated to serve in a Command Staff role other than **IC**, taking on responsibilities as **IC Assistants**. These roles include **Safety Officer, Liaison Officer, Public Information Officer** and **Crisis Coordinator**. This last role serves as an advisor on the response process to aid in the successful NIMS implementation. Additionally, staff from these departments may choose to serve in various capacities under a General Staff element (Operations, Planning, or Logistics/Finance).

Academic Affairs	Finance & Administration
Student Affairs	Development & Alumni Relations
Public Affairs	Environmental Health and Safety

5.5.2 General Staff: Department Directors – the following departments oversee the major support functions of the College and are most likely to be assigned to lead or serve in the Operations, Planning, or Logistics/Finance Sections:

Campus Services	Counseling Services
Dining Services	Facilities Management
Health Services	Human Resources
Information Technology	Safety & Security
Residential Life	Athletics

5.5.2 Essential Personnel are those determined to be necessary to the operations of the College in the event of a declared emergency. A list of designated essential personnel, and volunteer support staff, is maintained jointly by the Offices of Safety and Security (S&S), Environmental Health and Safety (EHS), and Human Resources (HR), and is updated at least quarterly (on or about January 1, April 1, July 1, and October 1) or as necessary.

5.5.2.1 Essential personnel and volunteers will be expected to be able to meet the following requirements:

- Complete CEMP training in campus emergency management, response planning and personal preparedness
- Remain on campus for the duration of the emergency, OR make arrangements to live alone at home, OR work in shifts.
- Cross-tasking outside of their job description to lend aid as needed.

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- Are not currently on suspension, restricted duty, or approved leave.
- Are not currently of poor health or under medical treatment for a serious illness or condition.

5.5.2.2 In return, essential personnel and volunteers will be provided for as follows:

- Priority access to medications if a public health emergency.
- Priority issue of personal protective equipment.
- Daily stipend for the duration of their service.
- Room and board in campus facilities, if necessary or desired.

5.5.2.3 Essential personnel (primarily the members of the Campus Emergency Management Team or their alternates, and other key personnel) may be expected to stay in campus housing, or make arrangements to live alone at home, to prevent carrying any infection or contamination to or from the campus. Volunteers are encouraged to do the same but may also work in shifts if that is made necessary by their schedules or at-home needs; those choosing to do so will be medically examined by Health Services before and after each shift.

5.5.2.4 Those staff willing to volunteer their time in shifts should consider the relative risk to susceptible persons at home, including the elderly, infants and small children, and persons in otherwise poor health (especially those with compromised immune systems). Note that student employees may not volunteer for service.

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6 INCIDENT ACTION PLANS

Incident Action Plans (IAP's) are a foundational NIMS document that set forth the priorities, objectives, instructions, protocols, organization structure, means of communications and resource allocation for an emergency response. The IAP serves as an official document of the response, which at the start of any operation period serves as the guiding document to field level responders to ensure that they are carrying out the mission in accordance with the **IC's** intent. The IAP, like NIMS, is a flexible tool that, when operationally necessary, may be modified during a workday. However, these modifications would be made known to the Operations Section Chief and the Situation Unit Leader, who would then be able to brief the **IC** of any significant developments.

The CEMP includes initial IAP's for crises considered potentially threatening to a College campus, which would likely require a significant response by the College, including the following:

Shelter Activation	Bomb Threat	Catastrophic Fire/Structural Failure
Civil Disturbance	Missing Person	Hostage Situation
International Crisis	Active Shooter	Suspicious Package
Oil/Hazmat Spill	Power Outage	Public Health Emergency

6.1 Priorities and Objectives. Regardless of the type of disaster or degree of immediacy, the following decision-making priorities and objectives apply:

6.1.1 Priorities

- 6.1.1.1 Initial Assessment of the event to determine appropriate response measures
- 6.1.1.2 Life Safety Assurance of all campus constituencies & responders
- 6.1.1.3 Protection of Property by limiting and controlling the extent of damages to the extent possible
- 6.1.1.4 Population Welfare of persons in need of shelter and care
- 6.1.1.5 Recovery to normal operations as soon as feasible

6.1.2 Objectives

- 6.1.2.1 Ensure the personal safety of campus, staff, students and visitors
- 6.1.2.2 Care for People
- 6.1.2.3 Return to normalcy
- 6.1.2.4 Thoroughly investigate & mitigate additional threats to the College
- 6.1.2.5 Minimize disruption to College operations
- 6.1.2.6 Proactively manage Public Relations and information dissemination
- 6.1.2.7 Ensure the security of physical property
- 6.1.2.8 Direct and Monitor results of an objectives-based response

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6.2 Response Options. Depending on the situation, a variety of strategies may be employed to manage populations and resources, with the approval of the **IC** and in coordination with the directives of the response agencies' On-Scene Coordinator (OSC). Some options are addressed below in general terms, but the details are found in the individual Incident Action Plan templates for each scenario that involves one of these response options. Separate operational tasking lists (ICS-204 form) are in **ANNEX F** to set the basic outline for a cross-department coordinated implementation of these strategies.

6.2.1 Securing the Scene. If the disaster is the result of an isolated event, Security personnel will secure the immediate scene of the incident and coordinate their efforts with response personnel. Foot and vehicle traffic will be blocked or redirected if necessary. Information relevant to the physical location will be obtained from Facilities personnel. Off-duty Security personnel will be contacted to report to the campus as needed.

6.2.2 Evacuation. The OSC, who may or may not also hold the title "**IC**", may order an evacuation at any time on their authority; a voluntary evacuation of specific campus buildings will only be initiated with the expressed approval of the Team Leader, and with the knowledge of the response agencies involved. Once the decision has been made to evacuate a building or area, the following steps will be taken:

6.2.2.1 Identification. Specific populations to be evacuated will be identified by building or general location on campus. Security personnel will make the primary contact (if possible, with Building Coordinators or Resident Assistants) for each building or location, and will report each area as "Clear" to the Comm Center as evacuations are accomplished. Facilities staff (specifically Housekeepers familiar with the identified location) will be assigned as needed to help clear buildings floor by floor.

6.2.2.2 Coordination. Displaced populations will be managed by designated personnel of Residential Life (for students) and Human Resources (for faculty and staff), who will accompany the evacuees to the selected shelter location(s) to see to their needs, log names, and maintain contact with the ICP. Designated personnel will be provided with an identifying safety vest and a radio by the ICP. Individuals able to go elsewhere than the shelter (i.e., a faculty member who lives nearby) will be asked to proceed to the shelter first, so they may be safely cleared from the campus and have their status logged.

6.2.2.3 Transportation. Once an appropriate shelter has been identified arrangements will be made to move the population there either by foot or using College fleet vehicles driven by assigned Facilities personnel. If the incident requires transportation to a more distant location, contracted commercial busing, or mutual aid arrangements will be made for use of the Town's school buses.

6.2.2.4 Necessities. Once the decision has been made to evacuate, the local American Red Cross will be contacted and advised as to the selected shelter location and the number of persons being transported there,

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so preparations may be made for their arrival. Emergency supplies (including medical, food, water, blankets, cots, etc.) will be provided and managed by ARC volunteers, in coordination with the College personnel assigned to the shelter. Once established, College resources (i.e., food from Dining Services) may be assigned by the ICP, depending on the circumstances.

6.2.2.5 Security. Security will provide an officer to supervise on-campus sheltered populations to maintain order; Brunswick Police will similarly provide an officer to off-campus shelter locations.

6.2.2.6 Population Management. Subsequent to an evacuation, email messaging may be used to send a building-specific message to students asking them to reply with their whereabouts.

6.2.3 Lockdown. Safety and Security may order a lockdown at any time on their authority when a situation arises that is deemed an immediate threat to personal life safety; the IC may also direct a lockdown. A voluntary lockdown of specific campus buildings will only be initiated with the expressed approval of the Team Leader, and with the knowledge of the response agencies involved. Once the decision has been made to lock down a building or area, the following steps will be taken:

6.2.3.1 Identification. Specific populations to be locked down will be identified by building or general location on campus. Security personnel will make the primary contact (if possible, with Building Coordinators and Resident Assistants) for each building or location, and will report each area as "Secure" to the Comm Center as lockdowns are accomplished. Facilities staff (specifically Housekeepers familiar with the identified location) will be assigned as needed to help secure buildings floor by floor.

6.2.3.2 Coordination. Occupants will be asked to remain in place in their rooms or offices, and a specific person (if possible, a Building Coordinator or Resident Assistant) will be designated for further contacts; this person will be instructed in how to access the emergency telephone messages and web postings to be provided from the ICP, and their name and contact information will be logged with the Comm Center.

6.2.3.3 Security. Security will provide an officer to supervise on-campus sheltered populations, to maintain order and prevent persons from entering or departing the lockdown area until cleared.

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6.2.4 Sheltering in Place. In the event of an extended incident, a brief lockdown may be expanded to address long-term needs of the resident population, rather than moving wholesale to a previously designated shelter. Only locations with sufficient access to food, water, power, and sanitary facilities, either existing or easily provided, will be considered for sheltering in place as outlined under *Facilities* above; and will be managed as outlined under *Evacuations* above.

6.2.5 Quarantine. If the lockdown is in response to an epidemic disease, formal quarantine procedures as directed by local or state health officials and the Director of Health Services, and as outlined in the College's *Epidemic Response Plan*, will be implemented and maintained until the affected population is cleared for release.

6.2.6 Mass Casualties. If mass casualties are involved, the following response actions will be implemented:

6.2.6.1 Critical Incident Crisis Counselors will immediately be called in from available resources (Bowdoin, American Red Cross, local and state police, etc.) to meet with those immediately impacted/involved in the incident.

6.2.6.2 Names of victims transported to local medical facilities will be obtained by the Director of Health Services from the treating hospital(s) and provided to the Team Leader and the PIO. Information regarding injured persons will only be released through the Communications Office with the approval of the PIO.

6.2.6.3 A post-incident accountability check will be conducted via departmental call lists, resident student lists, personnel databases, and other available means to determine the safe status of individuals not already accounted for, as follows:

- Students – by the Dean of Student Affairs and the Director of Residential Life, utilizing the Resident Assistants and Proctors.
- Faculty – by the Dean of Academic Affairs and Director of Human Resources, utilizing the Academic Coordinators.
- Staff – by the Director of Human Resources and Departmental Directors, utilizing Building and Department Coordinators and administrative staff.
- Guests – by the Directors of Campus Services and Events, utilizing staff of the affected groups or departments (i.e., Summer Programs, Theater, Athletics, etc.).

The names of people unaccounted for immediately will be referred to the Director of Security for further action.

6.2.6.4 A PIO will immediately be designated and will proactively (and in a coordinated NIMS fashion), gather, and initiate public information release of facts and messaging validated and approved by the **IC**.

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- 6.3 Recovery** actions will be taken to return to normal operations and fully recover in a timely fashion. Any time an incident occurs, planning and operations need to be thinking of how things return to a state of normalcy...this affects decision making regarding personnel backfills/breaks, resource limitations, and a variety of other factors. This phase may include post-incident evaluations, investigations into property damage, and/or managing personal injuries.
- 6.3.1 Damages. The Directors of Facilities Management and Campus Services will assess damage to the campus infrastructure resulting from the incident and/or necessary response operations (i.e., water damage from firefighting), arrange for immediate work needed to restore operations, and report on long-term needs and potential costs to senior administration. Information necessary for potential insurance investigations and claims will be forwarded to the Controller's Office as soon as feasible.
- 6.3.2 Operations. The Senior Vice President for Finance and Administration/Treasurer will oversee all activities related to restoring campus operations, including the approval of funding for identified needs. Team Members will report on the status of their Departments and groups as recovery needs are identified and assessed.
- 6.3.3 Evaluation. The Director of Security will oversee a post-incident evaluation to determine cause(s), assess impacts to the College's operations, and identify necessary changes and best management practices for future response actions. An after-action report in the form of a vulnerability assessment will be presented to the Senior Vice President for Finance and Administration/Treasurer as soon as feasible, with appropriate recommendations and a timetable for implementation.
- 6.4 IAPs by Incident Type – see ANNEX E.**

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7 CEMT TRAINING, EXERCISES & ADMINISTRATION

7.1 Baseline Training

- CEMT Members and their Alternates receive online FEMA ICS100HE awareness-level training in the National Incident Management System (NIMS).
- Security representatives also receive certified NIMS online FEMA ICS100HE awareness-level training in the National Incident Management System (NIMS).
- All faculty and staff of the College are provided general information regarding the Plan via a regularly updated brochure and email notifications

7.2 Recurrent Training. In-house CEMT training is conducted on an annual basis to review core NIMS principles. Also, an annual emergency exercise is held to test the CEMP, NIMS principles, and simulated response actions. Members from the response community are invited to participate in this annual exercise.

7.3 Special Function Training. Command Staff and General Staff Section Chiefs and Deputies are required to achieve proficiency equivalent to the ICS-200/300 level. In-house training by a FEMA certified trainer is offered on an as-needed basis to these senior managers.

7.4 Exercises. An exercise of the Plan – tabletop, functional, or live – is conducted annually using a pertinent scenario, in coordination with local hospitals, response services, and emergency management agencies.

8 ANNEXES

This section is set apart from the rest of the CEMP to provide supplemental, operational information to aid in real-time crisis management. Maintaining these individual documents facilitates updates and provides ready reference to resources, action plans, and agreements deemed applicable to the successful implementation of CEMT management activities.

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ANNEX A: Definitions

ALOHA	Arial Locations of Hazardous Atmospheres[®] <i>Nationally adopted software for tracking airborne releases of hazardous materials, as imported from MARPLOT.</i>
CAMEO	Computer Assisted Management of Environmental Operations[®] <i>Nationally adopted database software for facility-specific chemical inventory and response information.</i>
CCEMA	Cumberland County Emergency Management Agency
CEMP	Campus Emergency Management Plan
CEMT	Campus Emergency Management Team
EOC	Emergency Operations Center <i>An off-site physical location established for the purposes of coordinating response resources/actions in support of the overarching hub of collaboration and management activities at the ICP. Outside entities (like the county or state EMAs, or local hospitals) may establish their own EOCs in support of the ICP. If Bowdoin is not the IC for the event, the college's EOC may continue to be located at Daggett Lounge (see below), but other locations like the offsite Communications Office may be more suited to the circumstances.</i>
FEMA	Federal Emergency Management Agency
ICP⁽¹⁾	Incident Command Post <i>A physical location that serves as the headquarters for incident command and all major incident management functions. While the default ICP is Daggett Lounge at Thorne Hall if the IC is Bowdoin, it may be located elsewhere under the command of an outside agency's IC in many cases.</i>
ICP⁽²⁾	Integrated Contingency Plan <i>Comprehensive oil and hazardous material spill prevention and response plan for College facilities.</i>
ICS	Incident Command System <i>The generic term for the organization of multiagency response actions; NIMS (see below) is the system of choice for federal operations, and the basis for the college's planning.</i>
JIC	Joint Information Center <i>Designated location for handling media relations, near but not in the ICP. (85 Union St. Multimedia Room)</i>
MARPLOT	Mapping Application for Response Planning and Local Operation Tasks[®] <i>Nationally adopted GIS software for mapping emergency information, as imported from CAMEO.</i>
MEMA	Maine Emergency Management Agency
MSDS	Material Safety Data Sheet <i>Chemical information form provided by the manufacturer; stored in individual workplaces and the Safety Office to identify specific exposure hazards and handling guidelines.</i>
NIMS	National Incident Management System <i>Nationally adopted system for multi-agency disaster response that outlines position responsibilities, communications, authorities and chain of command.</i>
OSC	On-Scene Coordinator <i>Senior emergency responder onsite in charge due to authority, jurisdiction and scope. Initially this is likely the Director of Safety/Security, the Police Commander or Fire Chief.</i>
RRT-4	Regional Response Team Four <i>Designated high-risk emergency responders composed of members from multiple fire and rescue departments in the Mid-Coast region.</i>
SPCC	Spill Prevention Control and Countermeasures Plan <i>Facility-specific plan outlining management practices for oil and chemical storage systems.</i>

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ANNEX B: Departmental Emergency Plans

EMERGENCY DOCUMENT	DOCUMENT PURPOSE	RESPONSIBLE AGENT DEPARTMENT CONTACT
Science Center Chemical Hygiene Plan	Points of contact and procedures for chemical use or spill emergency response at Druckenmiller/Cleveland Halls	Laboratory Support Manager Rene Bernier x3162
Watson Arena Ammonia Response Plan	Response procedures for ammonia leaks at Dayton Arena by Facilities Management, EHS, and Security; response by Brunswick Fire Department and AAA Energy Services.	Director of Facilities Management Jeff Tuttle x3071 Environmental Health & Safety Charly Wojtysiak X4132
Dining Services Emergency Plan	Protocols for food service issues in campus dining halls and kitchens.	Director of Dining Services Ryan Miller (207) 208-2835
Health Center Policies	Emergency Plan for Patient Care, and Epidemic Response Policy	Director of Health Center Sandra Hayes x3178
Children's Center Contact List	Confidential document listing names and personal information for each child enrolled. Copies located in Safety and Security, HR, and at each school location.	Director Children's Center Martha Eshoo x3700
Lockdown/Evacuation Procedures	Procedures for locking down or evacuating the Children's Center in an emergency.	
Pandemic Response Plan Isolation and Cohorting Plan	Procedures for responding to pandemic disease in the campus community.	Associate Director Safety and Security Bill Harwood X3793
Facilities Management Call-In Protocol	Incident-specific procedures for essential personnel, roles, and contact information for FM staff.	Associate Director, Facilities Management Emil Cuevas x3413
Library Emergency Plan	Phone tree for contacting all Library personnel. Emergency preparedness plans for Health & Safety, Theft, Breach of Security, Building/Structural Damage, and Fire & Natural Disasters.	Director H-L Library
Student Affairs Protocols	Protocols for Emergency Response Rotation, Guidelines for Reporting Student Death, and Guidelines for Responding to Disruptive or Psychologically Disturbed Student.	Dean of Student Affairs Janet Lohmann x3228
Weather Emergency and Storm Response Policies	College weather policy is distributed campus-wide each fall. Facilities Management <i>Hurricane/Severe Weather Checklist</i>	SVP F&A Treasurer Matthew Orlando x3804 Director Facilities Management Jeff Tuttle x3071
Campus Maps and Building Plans	All campus maps and building master plans are filed in Rhodes Hall.	Director, Facilities Management Jeff Tuttle x3071
Emergency Phone Maps	Campus maps of emergency and analog phone locations	Director Safety and Security Randall Nichols X3474
Information Systems Disaster Recovery & Contingency Plan	Plan to manage loss of critical information systems due to natural or man-made disasters.	SVP Chief Information Officer (I.T.) Michael Cato x3050
Integrated Contingency Plan	Facility-specific response guideline for handling oil and Hazardous materials release incidents.	Environmental Health and Safety Charly Wojtysiak X4132
Bowdoin Museum of Art Emergency Plan	Detailed procedures for response to potential emergencies in the museum.	Assistant Director, Museum of Art Suzanne Bergeron x3124
Public Information Plan	Detailed procedures for media management during emergencies.	SVP Public Information Officer Scott Hood x3256

ANNEX C.1: Crisis Communications – CEMT Contacts

The current roster of **Campus Emergency Management Team members and alternates** is attached.

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ANNEX C.2: Crisis Communications – Mutual Aid Contacts

AGENCY	NUMBER
<u>RESPONSE SERVICES</u>	
Brunswick Police Department (BKPD)	(207) 725-6620 (911)
Brunswick Fire/Rescue Department (BKFD)	(207) 725-5541 (911)
American Red Cross (Topsham)	(207) 729-6779
Environmental Projects Inc. (EPI)	(207) 786-7390
<u>AGENCIES</u>	
Federal Emergency Management Agency (FEMA) – Region 1	(617) 223-9540
Maine Emergency Management Agency (MEMA)	(800) 452-8735
Cumberland County Emergency Management Agency (CCEMA)	(207) 892-6785
National Response Center	(800) 424-8802
REMUS Poison Control Center	(800) 442-6305
National Weather Service (Gray, ME)	(207) 882-8094
Maine Department of Environmental Protection (DEP) Response Services	(800) 482-0777
Maine Center for Disease Control and Prevention (MECDCP)	(800) 821-5821
<u>MEDICAL SERVICES</u>	
Mid Coast Hospital (Brunswick)	(207) 729-0181
Central Maine Medical Center (Lewiston)	(207) 795-0111
St. Mary's Medical Center (Lewiston)	(207) 777-8100
Maine Medical Center (Portland)	(207) 871-0111
Mercy Hospital (Portland)	(207) 879-3000
Maine General Medical Center (Augusta)	(207) 626-1000
Lifeflight of Maine	(800) 633-3590
Northeast Medical Transport	(207) 725-1010
<u>OTHER RESOURCES</u>	
Traveler's Insurance (Hartford, CT) – General Insurer	(800) 238-6225
The Castle Group (Boston, MA) – Crisis Communications Services	(617) 337-9500 (w)
Sandy Lish	(617) 285-5878 (c)
Scott MacKenzie	(617) 892-5409 (c)
1-800-WE-ANSWER (New York, NY) – After Hours Operator Services	(800) 932-6793
Kyrin Bennett	(347) 267-0102 (c)

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

ANNEX C.3: Crisis Communications – External Announcements

TEXT 1 – EMERGENCY BLACKBOARD-CONNECT® (BBC) or Cistera VoIP Public Address (CVPA)

1.1 Non-Specific State of Emergency

“This is an emergency notification from the Bowdoin College Department of Safety and Security. **This is not a test.** The College has declared a state of emergency and has temporarily suspended its normal operations. Persons currently on campus should remain safely inside, and await further instructions via the emergency notification system. Persons not on campus should refer to the *Alerts and Announcements* line (Option 3 at 725-3000), or the College’s emergency announcements at www.bowdoin.edu, for further information.” **THIS HAS BEEN PRE-RECORDED ONLINE**

1.2 Immediate Action Required

“This is an emergency notification from the Bowdoin College Office of Safety and Security. **This is not a test.** In response to SPECIFY, the College has declared a state of emergency and has temporarily suspended its normal operations. Persons currently on campus should remain safely where they are, and await further instructions via the emergency notification system.

1.3 General Closure

“This is a closure notification from the Bowdoin College Office of Safety and Security. **This is not a test.** In response to SPECIFY, the College has suspended its normal operations and remain closed until further notice. Please refer to the *Alerts and Announcements* line (Option 3 at 725-3000), or the College’s web portal (www.bowdoin.edu) for further information.”

APP ARMOR Mass Notification System

AUTHORITY TO ACTIVATE

- SVP Finance and Administration/Treasurer
- SVP for Development and Alumni Relations
- Dean of Student Affairs
- Dean of Academic Affairs
- Director of Safety and Security

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

TEXT 2 – EMERGENCY TELEPHONE GREETINGS (725-3000)

2.1 Non-Specific State of Emergency

"Welcome to Bowdoin College. The College is currently experiencing a state of emergency, and has temporarily suspended its normal operations. If you are calling regarding this emergency, please press '3' to be connected to our *Alerts and Announcements* line for the most current information, or visit our online emergency web portal at www.bowdoin.edu. If you are calling to report an unrelated campus emergency, please press '1' to be connected with the Security Communications Center. To access the automated phone answering service, please press '2'. Thank you for your patience as we resolve this situation."

2.2 Immediate Action Required

"Welcome to Bowdoin College. The College is currently experiencing a state of emergency, and has temporarily suspended its normal operations. If you are a member of the campus community, please check your voicemail and email accounts for information and specific instructions regarding this emergency. If you are not a member of the campus community but are calling regarding the stated emergency, please press '3' to be connected to our *Alerts and Announcements* line for the most current information, or visit our online emergency portal at www.bowdoin.edu. If you are calling to report an unrelated campus emergency, please press '1' to be connected with the Security Communications Center. To access the automated phone answering service, please press '2'. Thank you for your patience as we resolve this situation."

2.3 General Closure

"Welcome to Bowdoin College. The College has temporarily suspended its normal operations, and will remain closed until further notice. For the most current information regarding the College's status please press '3' to be connected to our *Alerts and Announcements* line, or visit us online at www.bowdoin.edu. Thank you for your patience."

TELEPHONE GREETING ACTIVATION PROCEDURES

NOTE: The PIO or their designee (Scott Hood or Doug Cook) will contact the New York Call Center (800-932-6793) and IT Telephone Services to provide situation-dependent emergency messaging content, for use by the after-hours operators and for posting on the main campus extension.

OPTION 1: Caller hears the emergency message, then is directed to the standard menu options.

1. Dial into phonemail at 721-5000, and enter extension 6945 and *PASSWORD*
2. Follow prompts to record and save an emergency greeting (scripts as above, or as approved by the PIO or Crisis Communications Group)
3. Exit phone mail, and dial 725-3000 to confirm change of message

OPTION 2: Caller hears the emergency message, then is disconnected.

1. Dial in and record the phonemail message as in Option 1, but for extension 6943
2. Log into Phonemail Administration on the UNITY server
3. Change the call forwarding "time-out" processing mailbox for x6945 to x6943
4. Log out of Phonemail Administration on the UNITY server
5. Dial 725-3000 to confirm change of message

AUTHORITY TO ACTIVATE

Emergency Phone Team (IT)

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

TEXT 3 – EMERGENCY WEB PORTAL [www.bowdoin.edu]

3.1 Non-Specific State of Emergency

"The College has declared a state of emergency and has temporarily suspended its normal operations. Persons currently on campus are instructed to remain safely inside, and await further instructions via the emergency notification system. Persons not on campus should refer to the *Alerts and Announcements* line (Option 3 at 725-3000) for the status of the emergency. More detailed information will also be posted on this website as it becomes available."

3.2 Immediate Action Required

"In response to (*SPECIFY ISSUE*), the College has declared a state of emergency and has temporarily suspended its normal operations. Persons currently on campus are instructed to remain safely inside, and await further instructions via the emergency notification system. Persons not on campus should refer to the *Alerts and Announcements* line (Option 3 at 725-3000) for the status of the emergency. More detailed information will also be posted on this website as it becomes available."

3.3 General Closure

"In response to (*SPECIFY ISSUE*), the College has temporarily suspended its normal operations and will remain closed until further notice. Please refer to the *Alerts and Announcements* line (Option 3 at 725-3000) for the status of the closure. More detailed information will also be posted on this website as it becomes available."

WEB PORTAL ACTIVATION PROCEDURES

LEVEL 1: A general emergency notice is posted in the normal home page announcement box.

- Access the Content Management System (CMS) at <http://edit.bowdoin.edu>
- Navigate to the "homepage-feeds" folder, and open the file "announcements.html" for editing
- Remove the <!-- from the beginning of the file and the ---> from the end
- Edit the HTML to the appropriate message
- Click *Submit* and *Publish* the file to the live server

LEVEL 2: Alter home page to focus on campus emergency updates only.

STEP ONE: Publish emergency information.

- Access the Content Management System (CMS) at <http://edit.bowdoin.edu>
- Navigate to www.bowdoin.edu/campus-information/notices
- Copy the index page, and name it "announcement-xxxx" where XXXX is the 24-hour time of the announcement
- Open the section-nav block, add a bullet, and call it "Announcement at 00:00" and link it to the page just created
- Open the Announcement just created, and edit the content
- Publish the notices folder

STEP TWO: Alter the homepage (*requires administrative access to CMS)

- Access the Content Management System (CMS) at <http://edit.bowdoin.edu>
- Open the homepage index file at www.bowdoin.edu/index
- Click on *Edit>System>Configuration Set*
- Change the configuration to *Home-Emergency-09*
- Publish the homepage

LEVEL 3: Bowdoin.edu is offline; information will be published on emergency.bowdoin.edu (hosted offsite).

- Use social media to publicize existence of emergency.bowdoin.edu
- Editing via WebFTP:
 - Log into www.mediatemple.net and specify emergency.bowdoin.edu as domain
 - Click *Domains>File Manager*, and navigate to domains>emergency.bowdoin.edu>index.html
 - Edit the content and *Save Changes*
- Accessing via SFTP:
 - SFTP to emergency.bowdoin.edu (*used as both servername and username)
 - Navigate to domains>emergency.bowdoin.edu>index.html
 - Move index.html to server

AUTHORITY TO ACTIVATE

Emergency PR Team (PIO)
Emergency Web Team (IT)
Emergency NOC Team (IT)

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

TEXT 4 – INTERIM MESSAGES (All College Media and Call Center)

4.1 Non-Specific State of Emergency

"The College continues to experience a state of emergency at this time. Persons currently on campus should continue to remain safely inside, and await additional instructions via the emergency notification system. Persons not on campus should continue to refer to the *Alerts and Announcements* line (Option 3 at 725-3000) for the status of the emergency. More detailed information will continue to be posted on the College's website at emergency.bowdoin.edu as it becomes available. Thank you for your patience as we continue working to resolve this situation."

4.2 Immediate Action Required

"The College continues to experience a state of emergency at this time. Persons remaining on campus are instructed to INSTRUCTIONS. Persons not on campus should continue to refer to the *Alerts and Announcements* line (Option 3 at 725-3000) for the status of the emergency. More detailed information will continue to be posted on the College's website at emergency.bowdoin.edu as it becomes available. Thank you for your patience as we continue working to resolve this situation."

4.3 General Closure

"The College continues to suspend its normal operations, and will remain closed until further notice. Please refer to the *Alerts and Announcements* line (Option 3 at 725-3000) for the status of the closure. More detailed information will also be posted on the College's website at www.bowdoin.edu as it becomes available. Thank you for your patience."

CRISIS CALL CENTER ACTIVATION PROCEDURES

- All telephone equipment is stored in the closet in Thorne 215 (Mitchell North conference room)
- Instruct IT to reset switch at Appleton board
- Connect the ten VOIP phones provided to the labeled wall ports, numbers will roll from x5120 to x5130 automatically
- Two emergency analog lines are also available, in the event of a power failure – spare analog phones are stored in the ICP closet
- Call Center will be staffed by Alternates of the CEMT and others trained to do so, and provided with scripts (as above)
- Updated information will be provided by hand from the ICP downstairs, or via the *Emergency Web Portal*
- A whiteboard is provided in the room for notes and instructions

AUTHORITY TO ACTIVATE

Emergency Phone Team (IT)

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

INTERNAL COMMUNICATIONS SYSTEMS

The College's internal Voicemail and Email systems are also available for use during a crisis, particularly when the information being distributed is non-time-critical or limited to persons on-campus.

Voicemail in Cisco/UNITY

- Log into your own voicemail account:
 - Dial your own extension, and Enter your ID (extension number) and press # ; OR
 - If at your own desk, press "Messages" on your phone
 - Enter your password and press #

- Choose Option 2 from the prompts
- Press # # to change the addressing-to extension
- Address the message to extension 6945
- Press # to choose the mailbox
- Press # to record the message
- Press # again to stop recording, or Cancel the message by pressing *1
- Press 1 to set the message as "Urgent"
- Follow the prompts to set additional options as needed
- Press # to deliver the Broadcast Voicemail message.

With the VOIP system, all internal voicemails will also be sent as a campus email with an attached .wav file.

Campus Email Listserves

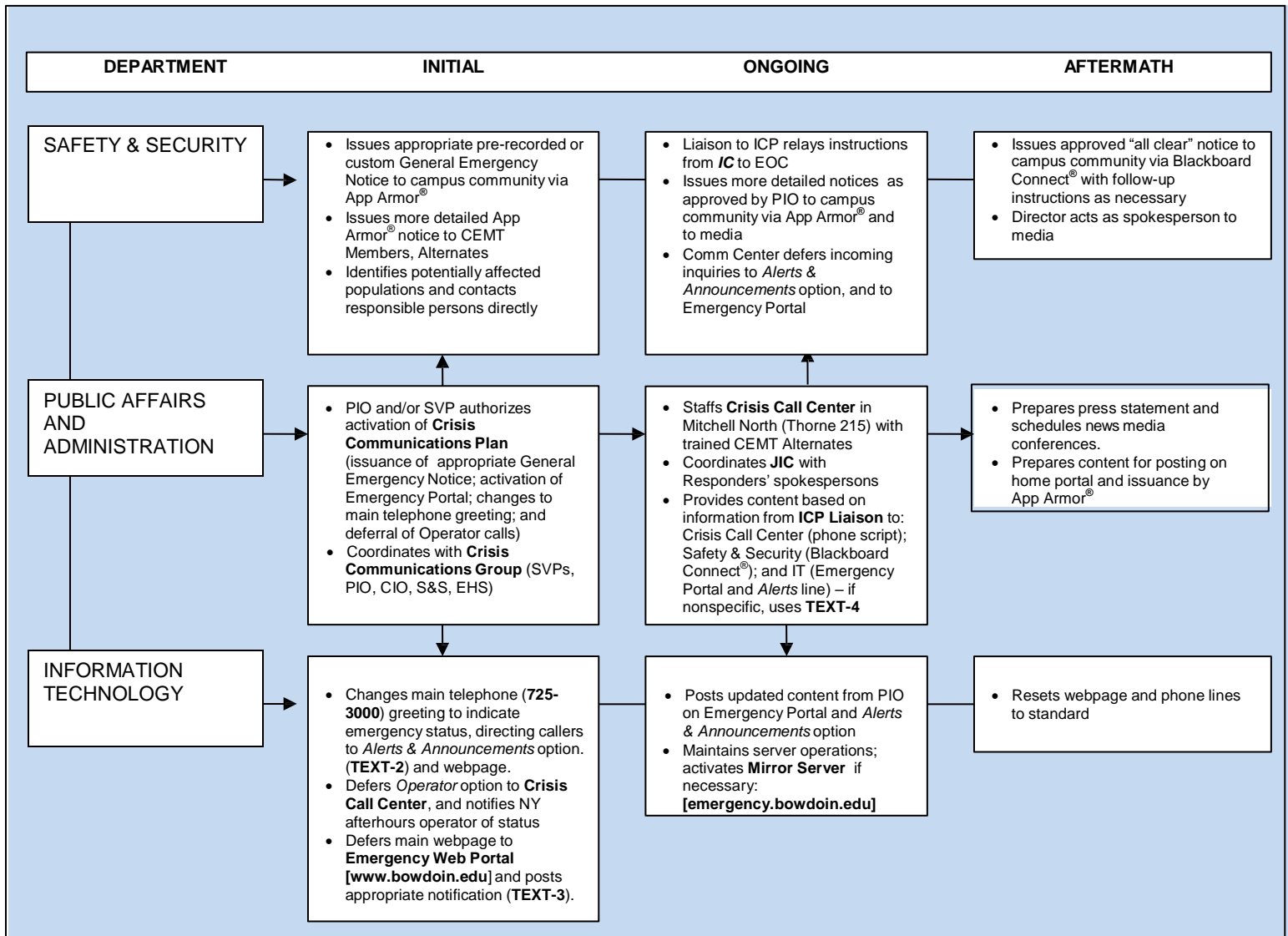
- Address the email to the appropriate listserve (i.e., all_employees, or all_students, @list.bowdoin.edu)
- Notify the list moderator (as noted at <http://list.bowdoin.edu/mailman/admin/>) of a message waiting for approval
- Verify receipt of the email by the list members

AUTHORITY TO ACTIVATE

SVP Finance and Administration/Treasurer
SVP for Development and Alumni Relations
VP Communications and Public Affairs (PIO)
Chief Information Officer (CIO)
Director of Safety and Security (S&S)
Associate Director of Environmental Health and Safety (EHS)

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

ANNEX C.4: Crisis Communications – Action Flowchart



ANNEX C.5: Crisis Communications – Internal Call Groups

The list of specialized **Call Groups** established on the **App Armor[®]** database is attached.

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN

ANNEX D: ICP Setup and Floorplan

Establishment of the Incident Command Post. Upon declaration of a disaster, the following personnel will be assigned by the Crisis Coordinator to establish the ICP in Daggett Lounge in Thorne Hall, as follows (and as depicted in the attached *ICP Diagram*):

Buildings & Grounds / Housekeeping

- Set up (16) rectangular tables and (36) chairs as outlined in the attached diagram.

Electrical Shop (ONLY IF POWER OUTAGE HAS OCCURRED OR MAY OCCUR)

- Check generator and switch building power over, if has not already occurred automatically.
- Set up power distribution box in the ICP south wall outlet and provide service line to center of room.

IT/AV Services

- Check wireless connection for laptops and set up wireless microphone for use by Command Table.
- Connect (5) telephones to ports in southwest/northwest corners and place them on the breakout desks.
- Set up desktop computer and 4-in-1 unit at the Helpdesk Workstation, log in, and access the Emergency Information Portal. **IT personnel will remain in the ICP for the duration of the emergency.**
- Activate the overhead screen and projector system, and provide a hard connection to the Command Table for laptop use.
- Provide power strips to individual tables for laptop use.
- Lay stage tape over cables to prevent injury.

Dining Services

- Open the small event kitchen serving Daggett Lounge, and set up to provide bottled water, coffee and cold food as needed.

Safety and Security

- Assign an Officer to control access to Thorne Hall in general, and Daggett Lounge in particular, for the duration of the emergency. **This Officer will log the arrival of Team members and prevent entry of unauthorized persons.**
- Assign an Officer to coordinate radio and telephone traffic with emergency responders.

Establishment of the Crisis Call Center. Upon declaration of a disaster, the following personnel will be assigned by the Crisis Coordinator to establish the Crisis Call Center (CCC) in Mitchell North Conference Room (**Thorne 215**), as follows:

IT/AV Services

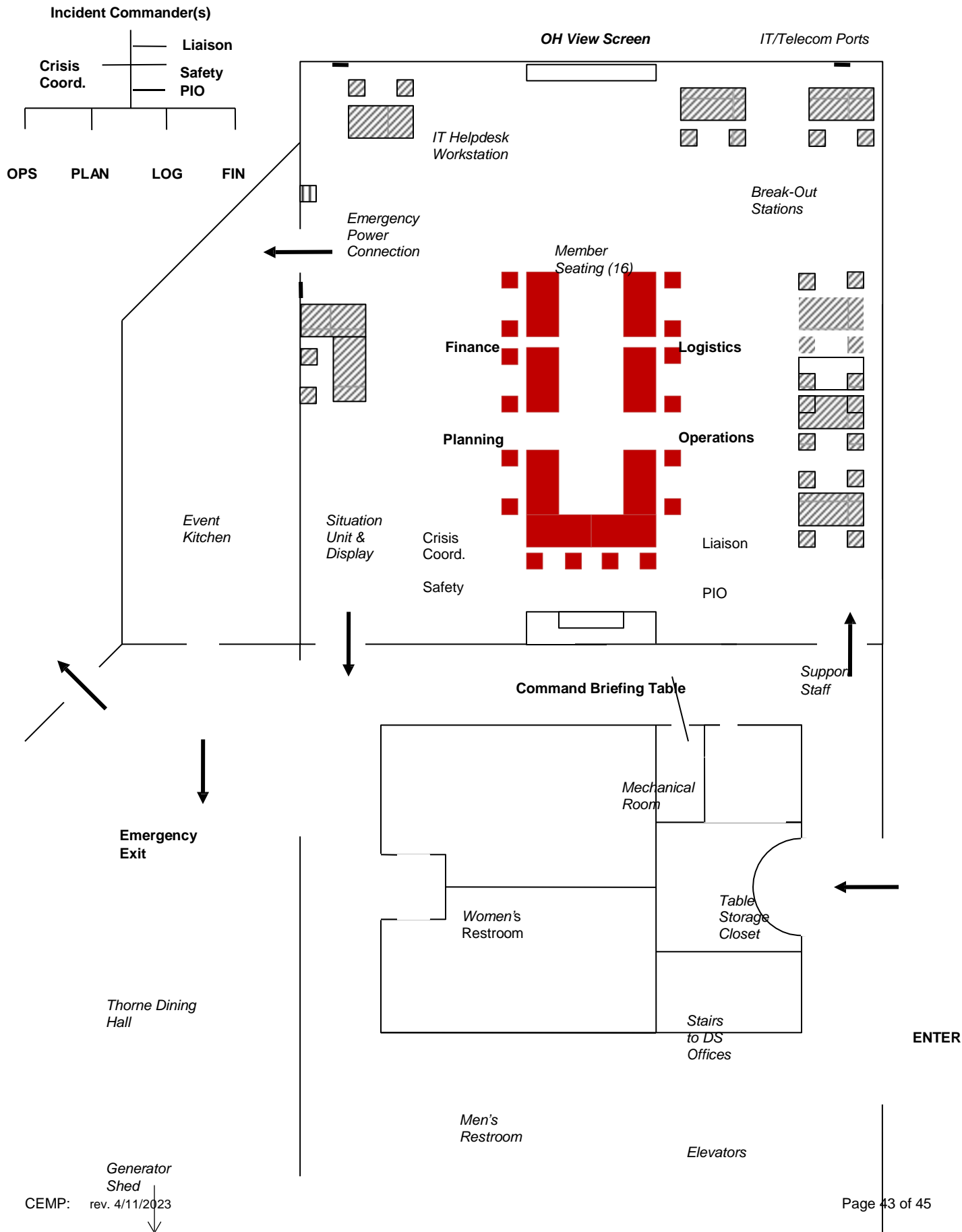
- Connect (10) VoIP and (2) analog telephones to the bypass switch and set up handsets on the table.
- Activate the main line relay switch in Appleton Hall.

Public Affairs

- The PIO or their designee will appoint Team Alternates or other staff to man the CCC, and designate a Call Center Manager to coordinate communications between the CCC and the ICP.

Executive Conference Room. The Mitchell South Conference Room (**Thorne 213**) adjacent to the CCC will be reserved as a private meeting room for Senior Officers to hold discussions outside of the ICP.

Bowdoin College - CAMPUS EMERGENCY MANAGEMENT PLAN



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| _____
Wentworth Servery

ANNEX E: Incident Action Plans (IAPs)

- E.1 Active Shooter
- E.2 Bomb Threat
- E.3 Catastrophic Fire/Structural Failure
- E.4 Civil Disturbance
- E.5 Hostage Situation
- E.6 International Crisis
- E.7 Oil/Hazmat Spill
- E.8 Power Outage
- E.9 Public Health Emergency
- E.10 Shelter Activation
- E.11 Suspicious Package
- E.12 Missing Person
- E.13 RESERVED
- E.14 RESERVED
- E.15 RESERVED
- E.16 RESERVED
- E.17 RESERVED
- E.18 RESERVED
- E.19 RESERVED
- E.20 RESERVED

ANNEX F: Operational Strategies (Form 204s)

- E.1 Evacuation
- E.2 Shelter In Place
- E.3 Quarantine
- E.4 Lockdown