

The logo for Bowdoin College, featuring the word "Bowdoin" in a white, serif font centered within a solid black rectangular background.

Bowdoin

CAMPUS EMERGENCY MANAGEMENT PLAN (CEMP)

Revision 03.15.17

PUBLIC VERSION

The purpose of the Bowdoin College **Campus Emergency Management Plan** (CEMP; the Plan) is to provide “All-Hazards” guidance in identifying, responding to, and recovering from a declared disaster affecting the campus community. All efforts will be made to follow this plan but as with any emergency, protocols and procedures may change depending on the nature of the actual emergency.

Rather than attempting to plan for all possible contingencies, the CEMP outlines Bowdoin’s response to the three questions central to effective emergency management:

What resources are available to the College in the event of a disaster?

What is the decision-making process once an emergency has been declared?

What are our priorities and procedures in addressing any such incident?

Planning. Representatives of key Departments and groups within the college are designated as Members or Alternates of the Campus Emergency Management Team (CEMT; the Team). The Team meets regularly to assess current or potential emergency management issues, provide necessary training, organize and conduct drills, and update elements of the Plan. Team membership is updated as needed based on personnel changes or availability; current contacts are provided on a dated *CEMT Call-In List*, which is revised as needed and maintained by the Office of Safety and Security.

Facilities. The following locations have been designated for emergency use:

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 Comma Center is serviced by an emergency generator, and is capable of managing 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.

Emergency Operations Center (EOC). The College maintains a designated Emergency Operations Center [Telephone 798-4300]. The Office of Safety and Security will inspect the EOC supplies and equipment at least semiannually for status and function, in coordination with the regularly scheduled Team meetings. In the event of the designated EOC not being accessible or suitable, one of several alternate sites will be established; no setup tasks are defined for the secondary EOCs.

Crisis Call Center. The College maintains a designated Crisis Call Center (Telephone 798-5120). In the event of an emergency, the Center 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.

Joint Information Center (JIC). The College maintains a Joint Information Center separate from the established EOC and at a distance from the core campus, to facilitate media relations.

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

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.

Communications. The following communications systems have been established for emergency use:

Emergency Notification System. The College has contracted with a web-based notification system that stores up to six contact numbers, two email addresses, and one SMS texting address for all faculty, staff and students currently on file with the College. This information is updated automatically every 24-hours through vendor interfaces with the Registrar's Office and Human Resources. Selected CEMT Members have passcoded accounts with the system, and may log in online or connect by telephone from any location to access pre-recorded messages, or to create an original message in their own voice to address a specific emergency, as described in the *Crisis Management* section below. This system is currently the primary emergency contact mechanism for the College.

Automated Telephone Systems. The College's internal VOIP telephone system is capable of autodialing on-campus contact lists of specific persons [Distribution Lists] or populations [Broadcast Voicemail], and delivering impromptu, scripted or pre-recorded messages. In an emergency, this system may be accessed by authorized persons or their designees as a non-time-critical option for providing ongoing information to on-campus populations. Concerned parties calling the main campus number [Telephone 725-3000] may also 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.

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 either may dial x3500, or press the red emergency button to be connected directly with the Communications Center; an indicator light on the panel at the Communications Center identifies the location of the caller. Emergency phones may also be used for non-emergency calls to Security by dialing x3314. In addition, 911 may be dialed from any call box in an emergency. The locations of these call boxes are noted on a campus map available from Security.

Emergency Information Portal. The college has established web systems for three emergency scenarios:

- **Announcement** - An announcement box is placed on the standard [bowdoin.edu] home page. An example is a snow closure or other campus-wide announcement.
- **Emergency** - The 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 passcoded access point for in-house emergency information and documents. The Bowdoin website and tools such as the directory remain online, only the home page is changed. An example would be a campus shooting or other immediate event.
- **Catastrophic Failure** - The bowdoin.edu home page is automatically redirected to the offsite server [emergency.bowdoin.edu] by IT staff through DNS re-routing. This scenario is only to be used in the event of a catastrophic systems failure where the Bowdoin network, phones, and web have been rendered inoperable. Examples would include sustained electrical failures or other catastrophic physical damage to our infrastructure.

In all cases, the public should be referred to the Bowdoin homepage at www.bowdoin.edu. Only authorized persons may publish to the home page or the emergency web portal.

Email Notifications. In an extended emergency, general email notices may be issued to provide information and instructions. IT manages multiple moderated listserves to address specific departments, groups, or entire populations 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.

Radio Communications. The Offices of Safety and Security, Facilities Management, Dining Services, Events, and Athletics routinely use hand-held two-way radios. Security, Facilities Management, and Dining Services have their own 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. Interoperability between the various on-campus radio frequencies, as well as those being used by responders, may be managed by Security using a portable ICOM system, to be set up in the EOC as necessary.

Public Address Systems. There are fixed public address (PA) systems in Watson Ice Arena, Farley Field House, and Pickard Theater; if there is an emergency during an event at any of these locations, the public can be notified directly via the PA system. The College's VoIP telephone system also has a built-in public address function, which certain authorized persons can access to broadcast live emergency messages simultaneously through every telephone speaker on campus. In addition, the Events Office and Athletic Department each maintain portable PA systems for location-specific use.

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 general 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 vidscreen.

NOTE: Wherever possible, the Vice President of Communications and Public Affairs (the designated Public Information Officer, or PIO) must first approve all fact sheets, news releases, web postings, broadcast radio transmissions, or any other types of public communications.

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 the Office of Safety and Security at least annually to review operations. Contact numbers for these services, and related agencies and resources, are attached.

Campus Resources. 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. All efforts will be made to maintain copies of these lists and procedures in a central WEB based repository by the Office of Safety and Security, along with hardcopies in the Communication Center and Human Resources. Members and Alternates reporting to the EOC are expected to have updated hardcopies of their departmental emergency plans and call lists on hand for easy reference.

Training and Drills. Team Members and their Alternates receive in-house, awareness-level training in the National Incident Management System (NIMS) to facilitate their involvement in the emergency management process. Security representatives will also receive certified NIMS and Unified Command (UC) training from an approved outside agency or vendor. All faculty and staff of the College are provided general information regarding the Plan via a regularly updated brochure and email notifications. An exercise of the Plan – tabletop, functional, or live – is conducted regularly using a timely scenario, in coordination with local response services and emergency management agencies.

Declaration of a Disaster. All emergencies will be reported directly to the Security Communications Center [Telephone 725-3500], from which the Dispatcher on duty will notify the appropriate response services. An emergency may be considered a "disaster" if it meets one or more of the following criteria:

- 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.

The Plan is not intended to address small-scale or routine emergencies that may occur on campus; Departmental emergency procedures have been established to deal with these events. Examples of potentially disastrous situations include but are not limited to the following:

- Major hurricanes or winter storms
- Catastrophic multi-building fire or explosion
- Large-scale chemical release or oil spill
- Long-term power or water supply outages
- Extensive flooding
- Epidemic disease
- Terrorist activities or other violent criminal actions

Initial Notifications. Upon report of an emergency meeting the above criteria, the Comm Center Dispatcher on duty will notify the first available designated **Team Leader** for specific directions, and/or permission to activate the Plan. The designated Team Leaders in descending order of authority are as follows:

- Senior Vice President for Finance and Administration/Treasurer
- Senior Vice President for Planning and Development
- Dean of Student Affairs
- Dean of Academic Affairs
- Director of Safety and Security

The Team Leader will have the authority to decide the **Degree of Immediacy** of the reported situation, as follows:

- **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.
- **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 Team Leader’s discretion.
- **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 Emergency Operations Center or other appropriate location depending on the circumstances of the emergency.

Establishing Priorities. Regardless of the type of disaster and/or degree of immediacy, the following priorities apply:

- **Initial Assessment** of the event to determine appropriate response measures
- **Life Safety Assurance** of individuals immediately
- **Protection of Property** by limiting and controlling the extent of damages to the extent possible
- **Population Welfare** of persons in need of shelter and care
- **Recovery** to normal operations as soon as feasible

Means of Communication. Establishment of channels of communication as outlined above is the highest priority once the Team has been contacted.

Response Options. Dependent on the situation, a variety of strategies may be employed to manage populations and resources, with the approval of the Team Leader and in coordination with the directives of the response agencies’ On-Scene Commander (OSC).

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.

Evacuation. The OSC 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:

- 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. To facilitate a rapid evacuation, the Security Officer may choose to pull the building’s fire alarm and coordinate the occupants as they exit; before exercising this option, the Officer

will receive permission from the EOC and notify the Comm Center that a false alarm will be registering for the specific building.

- **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 EOC. Designated personnel will be provided with an identifying safety vest and a radio by the EOC. 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.
- **Transportation.** Once an appropriate shelter has been identified (see *Emergency Preparedness*, above) 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, mutual aid arrangements will be made for use of the Town's school buses.
- **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, 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 EOC, depending on the circumstances.
- **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.

Lockdown. The OSC may order a lockdown at any time on their authority; 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:

- **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.
- **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 EOC, and their name and contact information will be logged with the Comm Center.
- **Security.** Security will provide an officer to supervise on-campus sheltered populations, to maintain order and prevent persons from leaving the lockdown area until cleared.
- **Quarantine.** In the event that 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.
- **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.

Recovery. Actions will be taken to return to normal operations and fully recover in a timely fashion. This phase may include post-incident evaluations, investigations into property damage, and/or managing personal injuries.

- Mass Casualties. 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.
- 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.
- 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 the status of their Departments and groups as recovery needs are identified and assessed.
- Evaluation. The Director of Safety and 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.