

## I. Introduction

A crisis can erupt at any time and in any form. A fire, explosion, medical epidemic, water leak, power outage, hurricane, or bomb threat – the possibilities are infinite and unpredictable. Nonetheless, planning for the unpredictable does help, as former New York City Mayor Rudy Giuliani learned on 9-11. Crisis coordination centers, stockpiles of equipment and supplies, a communications plan, a program of practice scenarios – all developed in advance – helped the city respond more quickly and efficiently when the unthinkable struck.

Everyone hopes, of course, that a crisis plan will never have to be implemented. But wishful thinking will not help if a serious crisis arises. Most large organizations and municipalities develop and maintain a crisis plan, run mock scenarios and work to ensure that the entire community is informed. What follows is UMass Lowell's plan, which will be updated annually and available on the campus website. All University employees and students should become familiar with it.

## II. Crisis Administration

### A. Crisis Management Team

#### Responsibilities

- Gather, confirm and evaluate incident information
- Implement tactics/actions
- Manage resources to resolve the specific situation
- Ensure that individuals are assigned to support critical needs
- Link to local, state, and federal emergency coordination centers
- Coordinate equipment and special installations
- Serve as liaison to governments and external organizations
- Issue public information reports and instructions
- Document situation status and track resource use
- Debrief and review outcomes for policy and procedural review
- Meet in the event of a possible impending emergency for proactive planning
- Run mock crises to test the response plan and equipment

#### Members

Director of Institutional Safety and Security Assessment  
Police Chief  
Dean of Student Affairs  
Executive Director of Communications  
Director of Environmental Health and Safety  
Director of the Counseling Center

Director of Health Services  
Director of Residence Life  
Director of Facility Services  
Comptroller  
Voice Services Manager  
Director of Telecommunications & Networking

### **Meeting schedule**

The Crisis Management Team has met regularly over the past year to devise the plan. It will continue to meet as needed, coordinate training and information programs, and update the plan annually.

## **B. Departmental Responsibilities**

University offices are expected to assume various roles, as outlined in the plan, in an effort to provide a coordinated response to an emergency. In some circumstances, it may be necessary to request faculty or staff assume temporary roles outside the normal scope of their duties, taking into consideration their ability to carry out those assignments. If any department does not have specific roles for their personnel to carry out, then those personnel will automatically become part of a "pool" of reserve personnel to assist as assigned by those coordinating the specific emergency.

## **C. Emergency Coordination Centers**

### **Locations**

In cases of general widespread emergencies (Level 4 or 5), the University Police Chief, the Environmental Health and Safety Director or the Institutional Safety/Security Director will activate an Emergency Coordination Center (ECC) that shall serve as the work space for the Crisis Management Team. Normally, it will be located in either the Student Affairs Office in Cumnock Hall, the primary location, or in the Admissions Office in Dugan Hall, if necessary. But under certain conditions (including power outage) it can be set-up anywhere that necessary support facilities exist. The team may also meet in the Cumnock Auditorium or the Board of Trustees Room, while information is gathered and/or disseminated by others in the Student Affairs Office.

### **Equipment**

The ECC (regardless of location) shall have easy access to:

- Multi-line phone with access to all lines
- Phone line with UML switch bypass capability
- Radio access via portable scanning radios for all campus (receive/transmit) and local municipal frequencies (receive only)
- Computers and printer
- Campus computer network connection

- Large scale campus map
- Television with cable access
- Designated FAX machine
- Radio, cell phone and/or pager communication for group members (as needed)

### **Portable Resources**

Kits of items (stored in closets), that may be useful in any given emergency, will be available in the Student Affairs Office on North and in the Admissions Office on South, containing:

- A laptop computer at the Police Dispatch area
- Discs with plans of the buildings and other pertinent information such as personnel phone numbers, blue prints, emergency and agency phone numbers, the crisis plan, etc.
- Emergency/police scanner with TV audio
- Battery packs
- Rapid battery charger
- Maps
- Flashlights
- List of locations of first aid kits

## **III. The Plan**

### **A. Levels of Emergency**

An emergency is an unplanned event that could range from minor to catastrophic. By assigning a level of response to various types of situations, a framework is created in which to respond. The following levels have been established for dealing with crisis situations.

#### **Level 1**

A minor department or building incident that can be resolved by the responding service unit. This may result in calling in personnel and notifying the department where the problem occurred. (Example: Physical Plant responds to a broken water pipe.)

#### **Level 2**

A department or building incident that can be resolved with existing University resources or limited outside assistance. A Level 2 incident is usually a one-dimensional event that has a limited duration and some impact on the campus beyond those using the space/building in which it occurred. (Example: Minor chemical or fuel oil spills, building loss of heat or electricity for several hours, or a minor fire confined to a room and not involving hazardous chemicals.)

#### **Level 3**

Situations primarily involving people, rather than infrastructure. In particular, many student issues can become quite complex because of varied institutional and student support responses that must be coordinated. (Examples: Assaults, Sexual Assaults, Building/Office Occupation, Bias and Hate Crimes, or Bomb Threats). In these situations, specific departmental plans may be implemented.

### **Level 4**

A major emergency that impacts a sizable portion of the campus and/or outside community. Level 4 emergencies may be single or multi-hazard situations, and often require considerable and timely coordination both within and outside the University. Level 4 emergencies also include imminent events on campus or in the general community that may develop into a major University crisis or a full disaster. (Examples: Heating plant failure, extended power outage, severe storms, major fire, significant chemical hazard, contagious disease outbreak or domestic water contamination.)

### **Level 5**

A catastrophic emergency event involving the entire campus and surrounding community. Immediate resolution of the crisis, which is usually multi-hazard, is beyond the emergency response capabilities of campus and local resources. (Example: Earthquake, major hurricane or act of terrorism, which would require state and federal assistance.)

## **B. Response**

### **Initial Notification**

In the event of an emergency, contact UML Police at extension 2911 on campus or 978-934-2911 if using cell or an outside phone. The non-emergency number to the UML Police is 978-934-2398. If called, the police dispatcher will make appropriate fire and/or medical rescue calls and notify the Shift Commander, who will determine whether or not to call the Chief and/or EHS Director or their designees who will put a message on the 5555 line and start the phone tree. If the crisis is not an emergency, contact the Dean of Student Affairs at extension 2100 or the Executive Director of Communications at extension 3224, both of whom are members of the Crisis Management Team and can make an initial assessment.

### **Declaration of an Emergency Condition**

The Chancellor, Provost or designee shall declare a state of University emergency, when he or she deems it necessary, to place into immediate effect emergency procedures and/or to close all or part of the University. The Chancellor, Provost or designee shall declare an end to the state of emergency when appropriate. Once an emergency is declared, the Executive Director of Communications will notify the appropriate persons: the Chancellor, Provost or his associates, Vice Chancellor for Facilities, area dean, etc.

### **Specific Responses**

### **Level 1 or 2 Incidents**

Level 1 events are reported by the departments involved (Physical Plant for building issues, Telecommunications for telephone problems, etc.) and are handled based upon established departmental practices. A Level 2 incident will be handled in a similar way, but may necessitate several departments being involved in order to re-establish normal operations.

### **Level 3**

Appropriate members of the Crisis Management Team will assess and address complex situations involving people and determine whether part of or the entire team should be called together. Examples include assaults, sexual assaults, building/office occupation, hate crimes, bomb threats and controversial speakers.

### **Level 4-5**

When a Level 4 or 5 emergency has been declared, the Police Chief, EHS Director or Institutional Safety/Security Director will immediately notify members of the Crisis Management Team and assemble them at an identified location, as appropriate, to address the emergency. Prior to the assembling of the Crisis Management Team, on scene responders are authorized to make necessary operational decisions and to commit resources to mitigate and control the crisis. The Police Department or EHS office may also request help from other departments on an emergency basis, including asking that staff be pulled off less critical assignments to assist their officers.

### **Departmental Responses and Extensions**

The following departments may have responsibilities, detailed below, and others, depending on the crisis level. However, any department may be asked to participate, as warranted.

#### **Academic Deans and Chairs**

Identify and resolve instructional and research issues. Coordinate necessary faculty resources. Inform internal and external audiences about cancelled events.

#### **Access Services (2682)**

Create temporary identification/access credentials as requested.

#### **Advancement (2223)**

Arrange access to phone bank and assist as necessary.

#### **Athletics (2310)**

Coordinate use of athletic facilities as a staging area, temporary shelter, and/or temporary morgue.

#### **Chancellor (2201)**

May be required to declare a University state of emergency; make other decisions and give direction as required.

### **Communications (3224)**

Handle media response. Distribute information to internal and external audiences via Web, phone, email, mail etc.

### **Continuing Studies (2480)**

Coordinate rescheduling of classes and public events. Communicate information to CS students.

### **Counseling Center (4331)**

Provide mental health counseling and assist employees and students in coping with trauma.

### **Environmental Health and Safety (2618)**

Assess and mitigate emergency conditions and provide emergency equipment. Coordinate with municipal, state and federal agencies. Post signs and notices.

### **Mail Room/Duplicating (South, 2377; North, 2598)**

Provide courier services. Provide printed material as directed (letters to parents, posters, temporary procedures, etc.).

### **Physical Plant (2601)**

Mitigate facility and grounds damages and restore to functional level. Assist Police with creating a safety perimeter at the site of the emergency.

### **Police Department (Emergency 2911, Non-Emergency 2398)**

Handle law enforcement, crowd control, evacuation, site security, and mobile communications. Oversee EMS in treating immediate injuries and establishing a Medical Command in multi-injury situations. Serve as liaison with on-site fire and medical command personnel and EHS. Provide key access to buildings.

### **Provost (2635)**

May be required to declare a University state of emergency; make other decisions and give direction as required.

### **Purchasing (3500)**

Assist with PeopleSoft overrides and other necessary administrative functions.

### **Radiation Safety Officer (3372)**

Assess radiation safety. If necessary, the Safety Officer will implement safety procedures in coordination with Radiation Safety Committee.

### **Reactor Supervisor (3365)**

Coordinate all reactor issues. If necessary, the Safety Officer will implement safety procedures in coordination with Radiation Safety Committee.

### **Registrar (2550)**

Reschedule and relocate classes as necessary.

### **Residence Life (2100)**

Coordinate housing operations (including any temporary shelters). Broadcast information to residence students.

### **Student Affairs (2100)**

Coordinate student notification and response. Inform students about cancelled events. Communicate with parents. Coordinate dining services for dislocated personnel, emergency workers and others as needed.

### **Student Health Services (4991)**

Provide medical support. Assist in providing services to those with minor injuries and provide trauma support. Coordinate with first aid services. May be asked to assist/provide onsite medical triage. Coordinate with CDC, DPH and other external agencies.

### **Vice Chancellor for Information Technology (2731)**

Coordinate temporary telephone, fax, and computer hookups. Activate phone bank and 800 number for necessary calls.

### **Vice Chancellor for Administration and Finance (3450)**

Identify scope of loss and coordinate insurance adjustment.

### **Vice Chancellor for Facilities (4891)**

Arrange for fit-up of temporary quarters for displaced units. Provide structural evaluations and repair estimates. Provide site and building information.

## **C. Emergency Communications**

Timely and accurate communication with the campus community during a Level 3, 4 or 5 emergency is essential. Additionally, it may be necessary to communicate with off-campus groups such as the media or parents. To that end, the following procedures are in place:

- The Executive Director of Communications or her designee will coordinate communications, both on and off-campus, including with the media.
- As necessary, broadcast emails and/or broadcast phone messages will be sent out to faculty, staff and/or students.
- WUML will broadcast information.
- Information will be displayed on the University website.
- Should both the phone and data network be unavailable, staff will be dispatched from the Emergency Coordination Center to alert key leaders in each building, who will be expected to alert others in the building.

## The University of Massachusetts Lowell Crisis Management Plan

- Phones linked directly to Verizon are available in both Emergency Coordination Centers for use in case the UML switch is unavailable.
- Special messages and updates will be available on both 978-934-2121 and 978-934-4000. If the main UML switch is unavailable, Verizon can block calls coming into 934-4000 with a message advising the caller to use the 800 number. The University is in possession of an 800 number, which Telecommunications can forward to any bank of phones for people calling in for information.
- The bank of phones in Advancement can be used to accept calls from the outside when it is expected that there will be many calls. Or, they could be forwarded to 2100 (Student Affairs) or 3224 (Communications). Student Affairs and Communications personnel will staff the phone banks.

### **D. Debriefing**

When the crisis has passed, the Crisis Management Team will convene to assess its performance and to determine ways in which the campus response could be improved. This process will include documentation of the event, including a narration of events, emergency response, communication efforts, receipts for costs etc. maintained by the Director of Safety and Security Assessment.