



UMassAmherst
The Commonwealth's Flagship Campus

Emergency Management

Case Study

SCH-MGMT 597LG
Humanitarian Logistics and Healthcare

Spring 2019



Professor Anna Nagurney thanks
Mr. Jeffrey Hescok
former Director of University of Massachusetts
Emergency Management and Business Continuity
for permission to use these slides.

Emergencies Happen



Vision: Create a Disaster Resilient University

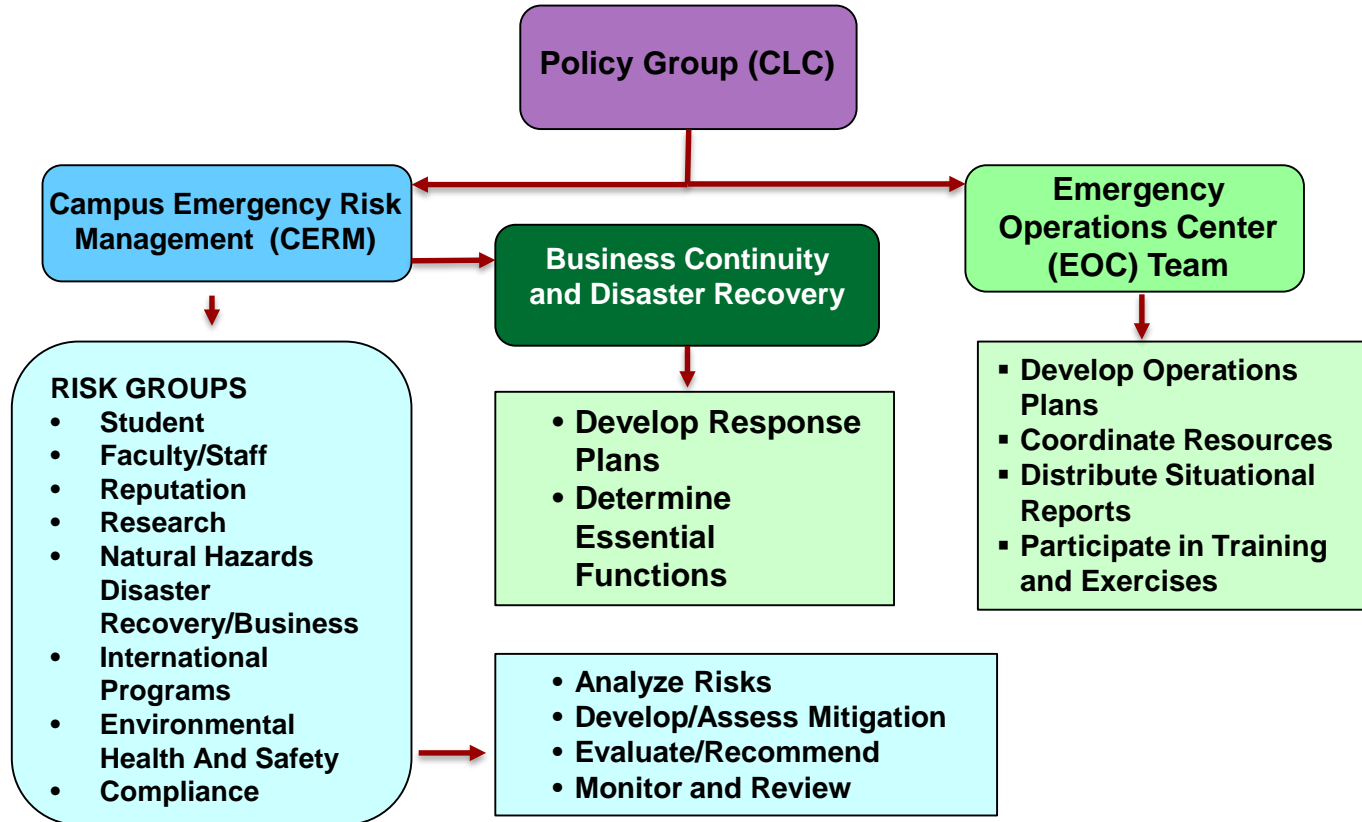
Disaster Resilience, as UMass defines it, is the ability to prevent and protect members of the campus community and campus assets against natural or human-caused hazards, to effectively respond to such hazards, and to expeditiously recover and reconstitute educational, research and public services with minimum disruption to the UMass community.

Emergency Management

Emergency Management creates a framework to help communities/campuses to reduce vulnerabilities to threats and hazards and assists in coping with disasters.

- Based on Coordination versus Management
- Integrated into daily decisions
- Involves planning for potential incidents/events
- Protects the University Mission

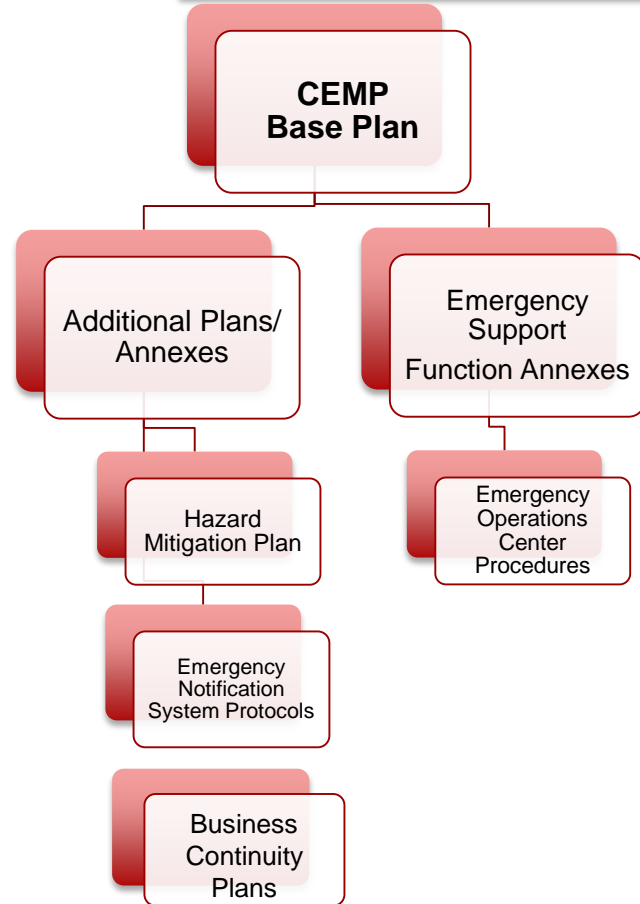
Risk, Business Continuity, and Emergency Operations Campus Structure



CEMP Development

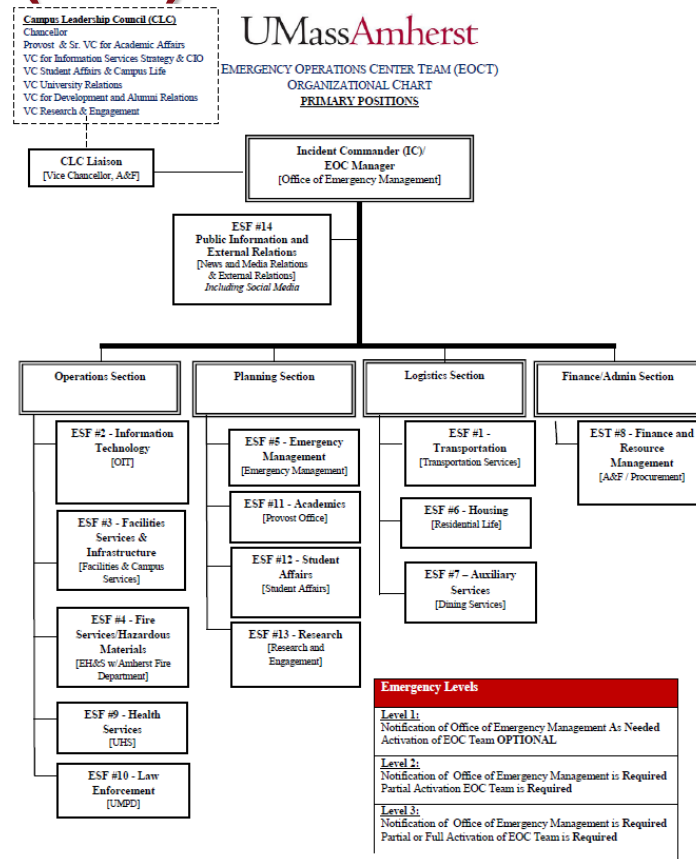
The CEMP Base Plan is comprised of:

- ✓ Plan documentation
- ✓ Authorities and standards
- ✓ Introduction (mission, purpose, scope...)
- ✓ Concept of operations (utilization, structure, roles, and responsibilities)
- ✓ Organization and assignment of responsibilities (succession of authority...)
- ✓ Plan development and maintenance
- ✓ Glossary and acronyms



Emergency Support Functions (ESF)

- ESF #1- Transportation
- ESF #2- Information Technology
- ESF #3- Facilities & Campus Services
- ESF #4- Fire Services/ Hazardous Materials
- ESF #5- Emergency Management
- ESF #6- Housing
- ESF #7- Auxiliary Services
- ESF #8- Finance & Resource Management
- ESF #9- Health Services
- ESF #10- Law Enforcement
- ESF #11- Academics
- ESF #12- Student Affairs
- ESF #13- Research
- ESF #14- Public information & External Relations



All-Hazards Approach: Human or Natural

- Effective and consistent response to any disaster or emergency, regardless of cause
- Risk-based, all hazards strategy based on 5 phases:
 - Mitigation
 - Prevention
 - Preparedness
 - Response
 - Recovery

Five Phases of Emergency Management

- ✓ Mitigation
- ✓ Prevention
- ✓ Preparedness
- ✓ Response
- ✓ Recovery



Mitigation Phase

- Mitigation is the action colleges and universities take to eliminate or reduce the loss of life and property damage related to an event or crisis, particularly in regard to events or crises that cannot be prevented.



Prevention Phase

- Reviews existing campus and community data
- Assesses facilities and grounds
- Assesses culture and climate issues
- Identify our vulnerabilities



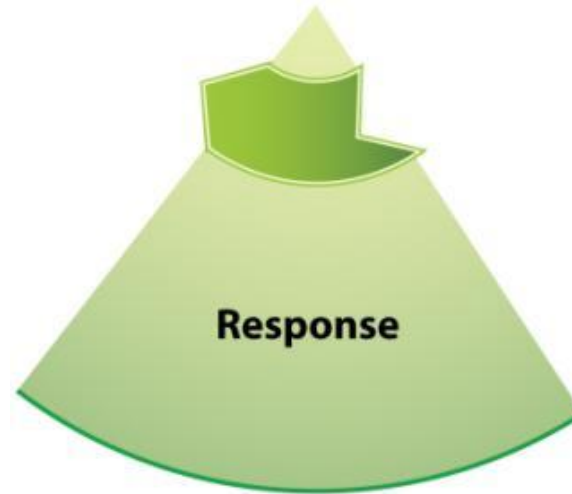
Preparedness Phase

- Prepares for, and Mitigates the effects of emergencies
- Designs strategies, process, and protocols prior to an emergency
- Is a continuous process



Response Phase

- Is the action we take to contain and resolve an emergency effectively
- Activates our EOP
- Requires informed decision-making and clear lines of authority



Recovery Phase

- Establishes procedures, resources, and policies to return to normal functions
- May be a prolonged process
- Restores the learning environment
- Begins in the Preparedness Phase and requires support from campus leaders



Integrated Emergency Management

- Emergency Management is integrated into “daily activities”.
- Enables outside agencies to work together with UMass Amherst Departments by improving coordination and cooperation among those involved.
- IEM addresses all hazards and will knit together all participants for a mutual goal.

Lessons Learned from the Boston Marathon Tragedy

Boston Marathon Route



Marathon by the Numbers

- 26.2 Miles Long
- 8 Communities
- 50 Organizations of Interagency Public Safety
- 27,000 Official Entrants
- 1,200 Medical Personnel
- 8,500+ Volunteers
- 500,000 spectators
- 26 Medical Stations (8 enhanced)
- Finish Area (700 Medical Personnel)
- 600 Buses
- 35,000 Gallons of Water
- \$80 Million generated to local economy
- 180 Media Outlets representing 15 countries
- Telecast to more than 200 countries

2:50PM – Monday, April 15, 2013 – The Explosions



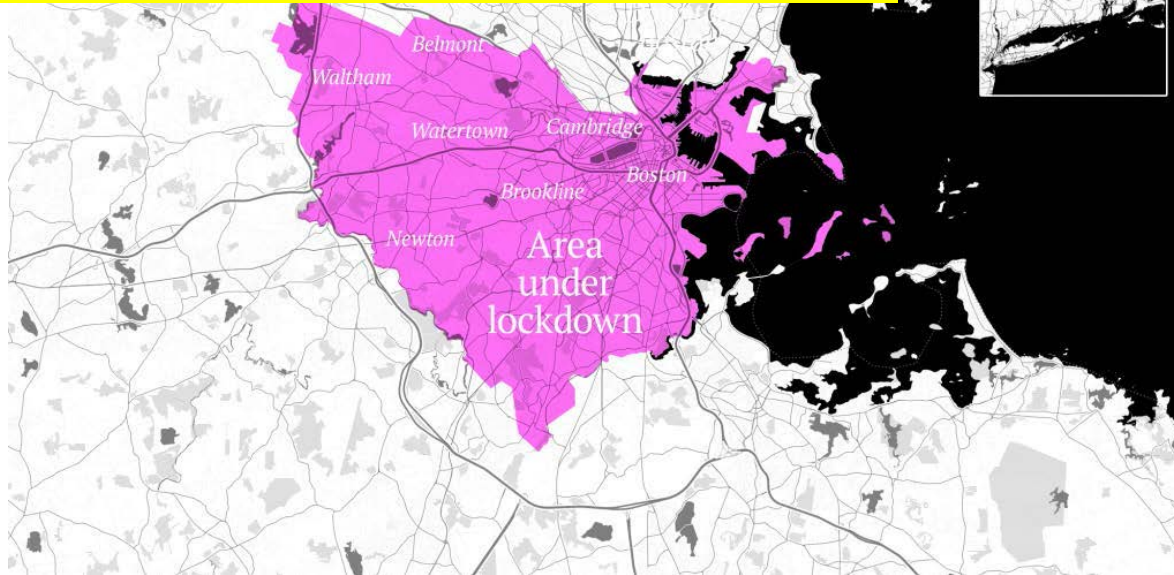
Fire at JFK Library

UMassAmherst



Shelter – in – Place

Nearly 1,000,000 people Sheltering-in-Place and no Mass Transit in Boston Metro area all businesses shut down



Friday, April 19th

- 7:10 a.m. – UMass Dartmouth Public Safety developed information that suspect in the Boston Marathon bombing, is registered as a student at UMass Dartmouth
- 8:13 a.m. – Pine Dale Residence Hall evacuated
- 8:47 a.m. – Campus closed via MyAlert system and community members asked to shelter in place.
- 10:02 a.m. – Second MyAlert issued. Controlled campus evacuation of approximately 7,500 students, faculty, and staff go staged at Parking Lot 1 to await transportation to Dartmouth High

Friday, April 19th

- 10:30 a.m. - Text-only website launched to handle heavy incoming traffic.
- 1 p.m. – Evacuation 7,500 students, faculty, and staff off campus completed in safe and orderly fashion.
- 3:45 p.m. – All students staged at Dartmouth High School picked up or transported to nearby hotel.
- 7:53 p.m. – Suspect apprehended in Watertown, MA

Key Points

- Three Command Centers Established
 - Policy Group
 - Operations
 - Command Post
- Data requests
- Interviewers
- Continued investigation
- Logistics
 - Hotel Accommodations
 - Dining Services
 - Transportation

Next Few Days

- Saturday 4/20/13
 - Campus remains closed to accommodate ongoing investigation
- Sunday 4/21/13
 - Campus opens at 9 a.m. and residence halls at 12:00 p.m. following completion of evidence recovery by FBI
 - Campus hosts ice cream social
- Monday 4/22/13
 - Student Vigil
- Wednesday 4/24/13
 - UMass Dartmouth Community BBQ

Campus Comes Together

UMass Dartmouth

2013 Torch Relay

Sunday, June 30



Emergency Preparedness

- Everyone should take these three preparedness steps:
 - Get a Kit
 - Make a Plan
 - Be Informed

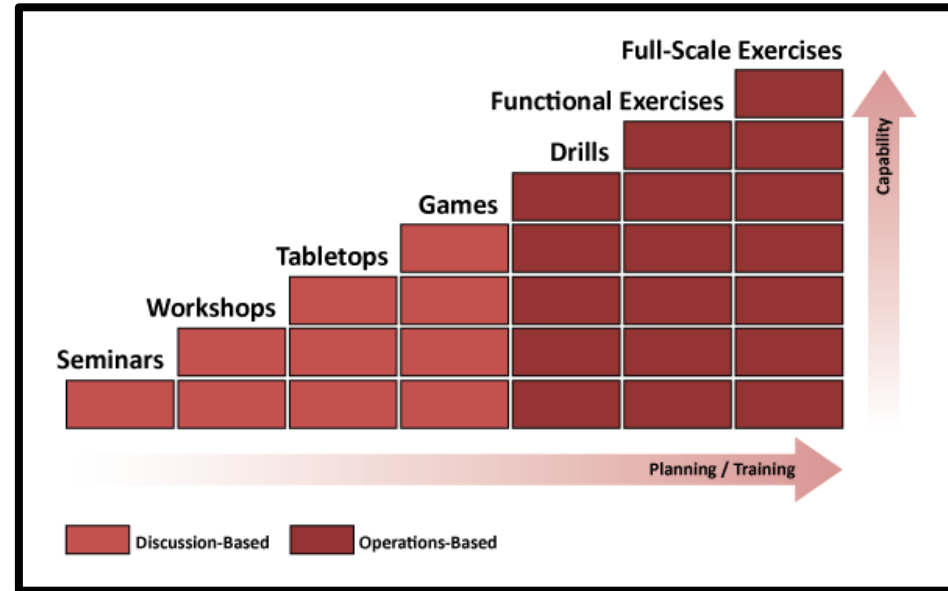


Training and Exercises

- Reinforces a culture of preparedness on campus through facilitated discussions and hands-on exercises testing existing plans and procedures
- Identifies areas for sustainability and improvement in departmental and university-wide plans, protocols, and procedures
- Facilitates the right exercise for department/university needs.
- Quarterly EOC meetings will always

include training and exercise

- ICS / NIMS Training



Full-Scale Shelter Exercise at Mullins Center



Emergency Notification Messages

- Sign up for UMass Alerts – Emergency Text Messaging
 - www.umass.edu/emergency
- Outdoor Sirens
- Emergency E-Mails
- UMass Homepage
- UMass Social Media (Facebook & Twitter)

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