BABSON COLLEGE

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Version 1.1
July 14, 2025

Table of Contents

Purpose

The purpose of the Babson College Comprehensive Emergency Management Plan (CEMP) is to establish the overall framework for integration and coordination of emergency management and response activities and to facilitate coordinated response to emergencies or incidents on the Babson College campus requiring multi-agency response or support. The plan provides guidance to departments within the College community and details general roles and responsibilities of departments and partnering stakeholders before, during, and following an emergency situation or event. It also provides for the systematic integration of additional emergency resources but does not replace other federal, state, local or national emergency operations plans or procedures.

The CEMP is comprised of this Base Plan, and a series of attachments, which provide an in-depth tool to build a strong emergency management plan.

The CEMP is intended to accomplish goals including but not limited to the following:

- Assign responsibilities to College departments and individuals for carrying out both general and specific actions during an emergency or event;

- Detail methods and procedures to be used by designated personnel to assess emergencies and take appropriate actions to save lives and reduce injuries, prevent, or minimize damage to public and private property, and protect the environment.

- Provide a guided process by which emergency response personnel and local government staff can efficiently and effectively prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters.

- Identify the responsibilities of local agencies and partnering stakeholders and organizations during emergencies or events; and

- Identify lines of authority and coordination for the management of an emergency or incident.

Scope

This Plan addresses two different types of response scenarios:

- **Planned or Anticipated Incidents**: Incidents that can be planned for in advance such as a hurricane, a winter storm, extreme temperatures, major crowd events or dignitary visits, etc.; and

- **Immediate Response Incidents**: Unanticipated incidents, immediate response scenarios or campus emergencies that can affect the health and safety of the Babson community.

Executive Summary

The Babson College Comprehensive Emergency Management Plan (CEMP) serves as the cornerstone of the College's emergency preparedness and response strategy. This plan outlines a coordinated approach to address a wide range of potential hazards and incidents that could impact our campus community.

At its core, the CEMP establishes a flexible framework that enables Babson College to effectively prevent, mitigate, prepare for, respond to, and recover from emergencies. It encompasses both anticipated events and immediate response scenarios, providing a structured yet adaptable approach to crisis management.

The plan adopts the National Incident Management System (NIMS) and Incident Command System (ICS), promoting alignment with national standards and facilitating seamless coordination with external agencies when necessary. Key to the CEMP's implementation are the Executive Policy and Planning Group (EPPG), the Crisis Response Team (CRT), and the Emergency Manager, each playing crucial roles in decision-making and operational execution during emergencies.

Central to our response capability is the Emergency Operations Center (EOC), which can be activated in physical, virtual, or hybrid formats to suit the nature of the incident. The plan also outlines robust communication systems, including the Rave or other applicable emergency notification system, to ensure timely and effective information dissemination to the college community.

The CEMP addresses a comprehensive range of potential hazards and identifies critical facilities and infrastructure essential to College operations. It delineates clear roles and responsibilities for various departments and stakeholders, promoting a coordinated and efficient response to emergencies.

To maintain its effectiveness, the CEMP incorporates regular training exercises and annual reviews. This ongoing process of evaluation and improvement ensures that Babson College remains prepared to face evolving challenges and take all appropriate action to protect the safety and well-being of our campus community.

In essence, the CEMP represents Babson College's commitment to fostering a resilient and secure environment for all members of our community, providing a comprehensive roadmap for navigating potential crises with confidence and competence.

Record of Changes

This Record of Changes section is used to record all published changes and each update or change to the CEMP must be documented in the section below. The Babson College Emergency Manager (EM) may modify or refine this CEMP from time to time at his or her discretion. Others who may seek to modify or refine this CEMP shall submit their recommended changes in writing to the EM. Once a request has been received, the EM will review the change and consider the revision in consultation with others as appropriate. If the change is not implemented, the EM will provide a written or verbal explanation to the individual who submitted the requested change. If the change is approved, details of the modification will be disseminated to appropriate individuals in the next update of the CEMP.

Change #	Date	Part Affected	Date Posted	Who Posted
1	07/14/2025	Minor Edits	07/14/2025	Derek Keene, EM

Phases of Emergency Management

The Babson College comprehensive emergency management program addresses many phases of emergency management for many types of incidents, including prevention and mitigation, preparedness, response, and recovery.

Prevention and Mitigation

Prevention involves identifying potentially preventative, corrective or deterrent measures and actions to prevent or limit bodily injury, loss of life or property damage from disasters and emergencies. Preventive measures are designed to enhance protection from disasters; however, not all disasters can be prevented.

The goal of mitigation is to prevent future loss by eliminating or reducing risks. Mitigation activities link the recovery and preparedness phases in the emergency management cycle and can occur before or after an emergency. The goals of pre-emergency mitigation activities are to prevent an emergency whenever feasible, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. The goal of post-emergency mitigation is to address or reduce the impact of the hazards realized during the emergency. Post-emergency mitigation is part of the recovery process.

Preparedness

Preparedness involves activities undertaken in advance of an emergency or disaster to adequately prepare for and develop the capability to respond to an emergency whenever feasible. Preparedness activities may include planning, organizing, training, equipping, exercising, evaluating, and implementing enhancements or refinements for the emergency management program and organization.

Preparedness activities develop operational capabilities and enable an effective response to an emergency or disaster, and involve working with government partners, the private sector, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning activities and lay the groundwork for coordinated disaster response.

Response

Response is the actual provision of emergency services during a crisis including the coordination and management of resources to support emergency response operations. These activities can help to reduce casualties and damage, and to speed recovery. Response activities may include alerting and notifying the public, resource and logistical coordination, addressing immediate life safety issues, and stabilizing the incident.

Recovery

Recovery activities may be both short-term and long-term, ranging from conducting damage assessments and removing debris to restoring critical facilities/infrastructure and essential utilities such as water and power. Recovery may also incorporate mitigation measures designed to prevent or mitigate future occurrences of a given hazard. Recovery begins as soon as possible after an incident occurs and may commence during the response phase when feasible.

Babson College Community Characteristics

Geography: The main residential campus of Babson College is 350 acres (1.4 km^2) and located in the "Babson Park" section of Wellesley, Massachusetts, just fifteen miles west of Boston. Part of the campus is in Needham, Massachusetts and is adjacent to the Franklin W. Olin College of Engineering.

Undergraduate, graduate, and lifelong learners have the opportunity to take advantage of campus amenities including the student center, the cafeteria, Horn Library, multiple centers and institutes, the Webster and LGRAC (Len Green Recreation and Athletic Complex) fitness centers, the Weissman Foundry arts center, and centennial park known as the Kerry Murphy Healey Park, home of the second-largest rotating globe in the world at twenty-eight feet in diameter, and the Herring Family Entrepreneurial Leadership Village (HELV), a one-of-a-kind facility where Babson students, alumni, faculty, stakeholders, and staff collaborate and come together as they learn.

The Wellesley campus is bordered by Newton to the North, Natick to the West, Dover to the South, and Dedham to the East.

- See CEMP Attachment #1 for geographical map (surrounding towns)
- See CEMP Attachment #2 for Massachusetts Interactive Property Map (jurisdictional boundaries)
- See CEMP Attachment #3 for Babson College Campus Map (2024)

Population: Babson's locations in Wellesley (main campus), Boston (satellite), and Miami (satellite) attract approximately 3,000 undergraduate and 1,000 graduate students, representing over one hundred countries. Also, each year over 2,000 leaders from around the world attend executive education courses, certificate programs, and custom trainings. As of 2024, there were 2,847 undergraduate students and 1,237 graduate students enrolled at Babson College, with all graduate students currently residing off campus. Additionally, Babson College offers employment to approximately 700 staff and 350 faculty, in addition to 220 temporary and seasonal workers and affiliates. Many of our workers are hybrid or 100% remote, and as such are never, infrequently, or part-time on campus.

Access and Functional Needs:

The needs of community members with disabilities, chronic health conditions and other access and functional needs are an important planning consideration in the development of this CEMP. The following is the definition of Access and Functional Needs populations for the purposes of this plan:

"Populations whose members may have additional requirements for support before, during, and after an emergency, including, but not limited to maintaining independence, communication and access to information, transportation, and medical care. Access and functional needs populations

may include individuals with disabilities, persons living in institutionalized settings, the elderly, children, people from diverse cultures, individuals who do not speak English fluently, and individuals without access to transportation."

Provisions for people with various function-based needs have been incorporated into this plan where feasible and applicable, thereby ensuring functional needs considerations are an integral part of this CEMP.

Department of Accessibility Services (DAS):

Babson College Accessibility Services is responsible for evaluating and coordinating services for students with disabilities. Reasonable accommodations are determined after consultation with the student and thorough review of the student's medical documentation when applicable. Babson students requesting accommodation must register with the Department of Accessibility Services (DAS) and participate in an intake interview. Students should schedule an appointment with Accessibility Services staff before the start of the semester, or as early in the semester as possible, to discuss accommodation requests.

Hours and Location: Monday through Friday 0830 a.m.- 0430 p.m., Park Manor West 1st Floor
Email Address: accessibility@babson.edu
Phone Number: 781-239-4100

Employee Relations:

Babson College Employee Relations manages the confidential Americans with Disabilities Act (ADA) accommodation request process for faculty and staff. To request accommodation or explore the accommodations process, we encourage employees to submit a confidential inquiry to the Accommodations inbox at accomodations@babson.edu which is managed by the Employee Relations team. Employees may also make a request by contacting Human Resources below directly via email, Webex, or by telephone.

Hours and Location: Monday through Friday 0830 a.m.- 0500 p.m., Nichols Hall
Email Address: hr@babson.edu
Phone: 781-239-4128
Fax: 781-239-5497

Potential Hazards

Hazards that could potentially occur and impact Babson College may include but not limited to:

Hurricanes or Tropical Storms	Earthquake
Winter Weather (ice and snow)	Active Threat/Violent Behavior
Tornado/Severe Weather	Fire/Explosion
Aerial Flooding	Improvised/Explosive Device/Swatting Incident
Hazardous Materials Release	Utility Interruption
Structural Failure	Epidemic or Biological Event
Cyber Security Threat	Telecommunications or IT Failure
Civil Disturbance	Extreme Temperatures

What To Do in an Emergency

To Report a Campus Emergency:

Call Public Safety at 781-239-5555 or dial 911 if off campus.
Use one of the emergency blue light stanchions located throughout campus.

In Case of Fire:

R- Rescue and relocate anyone in immediate danger
A- Alert others by activating the building fire alarm
C- Confine the emergency by closing the doors
E- Evacuate to the designated building evacuation assembly area immediately. Use stairwells. **Do not use elevators**

Fire Extinguisher Operation:

P- Pull the pin from the extinguisher
A- Aim the nozzle at the base of the fire
S- Squeeze the handle
S- Sweep from side to side

Active Attack:

Avoid-When there is an active attack, when safe to do so dial 781-239-5555 or dial 911 if off campus
Deny-When getting away is difficult or even possible
Defend- Protect yourself when feasible and appropriate

How to Prepare

Some steps to take at work or school to be better prepared:

- Familiarize yourself with the building specific evacuation plan and other specialized emergency response plans. Note the designated meeting location for a building evacuation.
- Each time you enter a building or room, note the exit routes, the location of the nearest fire extinguisher, manual pull station, and Automated External Defibrillator (AED).
- Note locations of exit stairways as you walk from location to location.
- Keep your own personal supply kit in your desk or room that you can access quickly.
- Set up a communication plan with family and friends in case of an emergency.
- Ensure that all information within Workday is accurate and up to date.
- Please visit the Department of Public Safety webpage for more information regarding preparedness activities.

Critical Facilities and Infrastructure Summary

Critical facilities, infrastructure and functions are those items necessary to support the Babson College community. Key infrastructures include utilities such as power, heat, cooling, water, sanitation, and fuel; and other necessary human support items such as residence halls, dining facilities, health services, parking, and transportation. The continued operations of critical facilities during and following a disaster are key factors in the speed of recovery.

Utilities

Water supply and sewage-disposal services are provided by the Town of Wellesley, MA.

Wellesley Municipal Electric provides two electric feeds into a main switch gear on campus and is the primary distributor of electric power to Babson College.

National Grid is the primary provider of natural gas to campus.

Critical Facilities and Infrastructure

- See Critical Facilities and Infrastructure Appendix A

Human Support- Babson College Student Health Services

Health Services is staffed by a highly skilled and caring team of nurse practitioners, a registered nurse, a certified medical assistant, a consulting physician, a nutritionist, and an office manager. The certified nurse practitioners are licensed to diagnose and treat illnesses, prescribe medication, order, and interpret diagnostic tests, and provide health counseling and education to Babson College students.

Hours and Location: Monday through Friday from 08:30 a.m.- 04:30 p.m., Hollister Hall, First Floor, Suite 130.

Employee Health and Wellness Services

Babson College offers health and wellness support through our employee health nurse practitioner. Complimentary health and wellness events are geared towards supporting your optimal health through one-on-one counseling, nutritional support, health screenings (including for hypertension, glucose and cholesterol) and much more in a confidential and convenient setting. The Employee Health Nurse Practitioner is also available to employees as a resource for questions or concerns related to COVID or other health matters. The employee health nurse practitioner does not diagnose or treat illness, prescribe medication, or interpret diagnostic tests.

Employee Health Nurse Practitioner
Hours and Location: Wednesday through Friday 08:30 a.m.- 4:30 p.m., Nichols Hall
Email Address: employeehealth@babson.edu.
Phone: 857-229-5150

Public Safety

The Babson College Public Safety Department provides law enforcement, crime prevention, basic first aid/CPR, fire safety and education, One Card and parking related services, safety, and overall security of the campus. The main Public Safety building is at 4 Sullivan Road and operates 24/7, three hundred sixty-five days a year.

The Department is staffed by approximately thirty-six full-time and part-time personnel, twenty-three of whom are sworn police officers by the Commonwealth of Massachusetts. Public Safety is broken down into the following areas of responsibilities:

- Law Enforcement
- Investigations Unit
- Special Services unit
- Communications Center
- Administrative Support
- One Card and Parking Management Services
- Emergency Management

Fire and emergency medical services are provided through memorandum of understanding agreements or mutual aid pacts from the towns of Wellesley and Needham, depending on the location of the incident on campus.

Residence Halls

Undergraduate students are housed in one of eighteen residence halls on our campus, ranging from traditional residence halls to suite-style accommodations. Residence halls vary in appearance,

amenities, room layouts, square footage, and population. Our smallest is home to three residents, while our largest is home to two-hundred-eighty.

Babson Undergraduate Dining Destinations

- Trim Dining Hall (Main Dining Hall)
- Reynolds Campus Center
- Roger's Pub & Grille
- Centennial Café
- Olin Café
- Off-Hour Dining Options- 24-hour Smart Market
- HELV Cafe

Emergency Alert and Warning

Emergency alert and warning systems are designed to allow College authorities to warn the community and the public of impending or current threats or emergencies affecting the area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable. Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate the Babson Public Safety Department will coordinate the development and dissemination of these community warning messages. The Public Information Officer or the College's Marketing and Communications Department will implement and disseminate the messaging to local media outlets and other College stakeholders as appropriate.

In case of an emergency, these systems will provide information about the nature of the emergency, what to do, and where to go to receive additional information. It is recommended that people **do not call 911** or Babson College Public Safety (781-239-5555) unless it is truly an emergency (Police, Fire, Ambulance).

Babson College Emergency Notification System (Rave Mobile Safety Suite)

Babson College uses several different methods of notification to alert students, faculty, staff, and others during an emergency. This includes text, phone, and email alerts through the emergency alert system, currently Rave Mobile Safety Suite. The system uses imported emergency contact information from the Babson portal and uploads it into Rave daily. If you have not already done so, we ask that you log into the respective Babson portal and verify or update your emergency notification information so that data is accurate within the system.

Rave Testing

The Babson College Public Safety Department conducts semiannual testing of the emergency alert system, generally at the beginning of each academic semester.

The emergency test message will come from:

- Sender's Name: Babson Alert
- Sender's Email: babson@alerts.babson.edu
- Sender's Contact Phone: 781-239-4636
- Rave Mobile Safety's SMS short codes include: **226787, 67283, 78015 and 77295**.

Rave Language Options

The predominant language at Babson College is English but we have included the following languages as part of our emergency notification system (currently Rave Mobile Safety Suite) to encompass our international community members; Spanish, Chinese-simplified/traditional, French, Indonesian, Italian, Japanese, Malay, Portuguese, and Hindi. For more information on this or to change the default language (English) to another language listed above, please contact Public Safety at PublicSafety@babson.edu.

Other Forms of Emergency Communications

- Posting info on the Babson homepage and the Department of Public Safety webpage
- Babson College official social media platforms (Twitter/Facebook)
- Information may also be updated on the Babson INFO line: 781-239-4636

Emergency Notification to Senior Babson College Officials

When an emergency requires the notification of key College officials, Babson Public Safety Department will utilize the following means as appropriate:

- Email
- Landline telephone
- Cellular Phone
- Webex
- Two-way radio systems
- Face-to-face communication

Babson College Emergency Operations Center (EOC) Communications

The College's temporary EOC is equipped with, maintains, and is capable of operating the following emergency communication systems:

- Portable Police Radios
- Webex
- Cellular Phones
- Babson IT Network

The Public Safety Department conducts periodic communication tests to ensure that its systems are operational, and its personnel can operate the systems.

Threat Level Classifications at Babson College

The CEMP plan uses four threat severity levels to structure Babson College's response. Characteristics of each level are discussed below. Examples are also given, although they are not meant to be a complete listing of possible situations that could occur.

LEVEL 1: Administrative Notification / Localized Issue

A minor department or building incident that can be resolved by the responding service unit, or with limited outside help. This may result in calling in personnel and notifying the department where the problem occurred. (Example: Facilities Services responds to an HVAC problem in an Academic Building, ITSD failure). The Emergency Manager does not often require emergency notification for Level 1 incidents.

ACTION: Update community as needed through personal contact, email, website, and postings/handouts

LEVEL 2: Monitor/Standby

A department or building incident that can be resolved with existing College resources or limited outside help. A Level 2 incident is usually a one-dimensional event that has a limited duration and little impact on the campus community beyond those using the space/building in which it occurred. (Examples: Minor chemical or fuel oil spills, building loss of heat or electricity for several hours, a minor fire confined to a room and not involving hazardous chemicals, or a criminal offense that does not have an imminent threat in progress.) The Emergency Manager should be advised and updated regarding Level 2 situations and has the option of activating an Emergency Operations Center (EOC).

ACTION: Update community as needed through personal contact, email, website, and postings/handouts.

The Emergency Alert System (currently Rave Mobile Safety Suite) may be used in these circumstances and restricted to certain buildings or groups if needed.

LEVEL 3: Alert

An emergency that impacts a sizable portion of the campus and/or outside community. Level 3 emergencies may be single or multi-hazard situations, and often require considerable and timely coordination both within and outside the College. Level 3 emergencies also include imminent events on campus or in the general community that may develop into a major College crisis or a full disaster. (Examples: heating plant failure, extended power outage, severe storms, major fire, contagious disease outbreak, domestic water contamination, active violent criminal offense that poses an imminent threat (e.g., active shooter, robbery with a dangerous weapon suspect in the area). The Emergency Manager should be notified as soon as possible if a level 3 emergency occurs or is occurring. Depending on the type of emergency, upon activation of the Emergency Operations Center (EOC) the Emergency Manager will communicate with a member or members of the

President's Council and/or the Executive Policy and Planning Group. The EOC will be activated as soon as possible and a plan for managing the emergency will be developed.

ACTION: Alert and update community as needed through emergency alert system (currently Rave Mobile Safety Suite), voicemail blast of on campus phones, email, Babson home page and emergency preparedness website, update INFO line directing inquiries.

LEVEL 4: Emergency

A catastrophic emergency event involving the entire campus and/or surrounding community. Immediate resolution of the disaster, which is usually multi-hazard, is beyond the emergency response capabilities of campus and local resources. (Example: earthquake, major hurricane, or act of terrorism that would require State and Federal assistance). Procedures followed by College personnel will exceed those outlined above and may require assistance through the Massachusetts Emergency Management Agency with respect to Level 4 emergencies.

ACTION: Alert and update community as needed through emergency alert system (currently Rave Mobile Safety Suite), voicemail blast of on campus phones, email, Babson home page and emergency preparedness website, update INFO line directing inquiries.

Organization and Assignment of Responsibilities

This section describes the organizational structure Babson College employs to respond to an emergency or crisis. It articulates the roles and responsibilities that various members of the emergency management organizational structure have in any response.

Organization

Babson College Emergency Management (EM) is a function within the College's Public Safety Department.

Leadership

Babson College has designated the Public Safety Department to lead emergency management activities, depending on the event's severity, and may be involved in emergency response and coordination activities. These leads include Executive Director of Campus Safety and Chief of Police, the Emergency Manager, Babson College Executive Policy Planning Group (EPPG), and Crisis Response Team (CRT) designated to support the emergency operations center, and response partners such as private sector organizations, volunteer organizations, as well as local, regional, state, and federal partners. Some or all these staff may help form an emergency management decision team, to help guide the community's response.

The Executive Director of Campus Safety and Chief of Police

The Executive Director of Campus Safety and Chief of Police for Babson College (Executive Director) is responsible for supporting the protection of lives and property within the College community. The Executive Director provides leadership and direction in setting objectives and

priorities during emergencies and disasters. The Executive Director may declare a local "College" state of emergency, call for the activation of the CEMP, call for the activation of the emergency operations center (EOC) and/or direct the evacuation of populations from threatened areas. These decisions are typically made in consultation with the local Emergency Manager and/or supporting agencies (Wellesley and Needham Fire and Police.)

If the Executive Director, in consultation with the Emergency Manager, identifies the need for additional emergency response resources, requests for mutual aid/assistance agreement will be submitted to the local mutual aid partners and/or to the Massachusetts Emergency Management Agency/State Emergency Operations Center.

Executive Policy and Planning Group (EPPG)

The Executive Policy and Planning Group (EPPG) comprises members of the President's Council and executive leadership of the College. The EPPG function is performed through a sitting body of senior managers and executives, assigned by the President, to assist and advise the Incident Commander and/or the Emergency Manager on strategic policy issues and decisions. The EPPG is the leadership of the College responsible for managing business continuity and the incident-related leadership from the College to make policy decisions and decide critical impact issues. They also insulate the Emergency Manager from high-level outside inquiries into the incident, as people from all levels of government and the community will be calling for information.

Crisis Response Team (CRT)

The Crisis Response Team (CRT) consists of functional administrators within the Babson College community who develop policies and procedures on how to respond to unusual events on campus or affecting the College community. At the onset of an incident, CRT members may operate by themselves or as a smaller specialized group to help mitigate a situation that may or may not require the activation of an EOC.

Emergency Manager

The Emergency Manager (EM) at Babson College is responsible for maintaining and managing the activation of Babson College comprehensive emergency management plan and operating the emergency operations center. On a day-today basis, the EM coordinates emergency planning for the College, working with municipal leadership of area fire departments, police departments, local public health, and other stakeholders as required to share situational awareness and mobilize needed resources. In emergency response situations, the EM manages EOC operations, facilitates emergency response coordination, and makes recommendations to and advises the Executive Director, the EPPG, and the CRT on available courses of action to inform decision-making.

Direction, Control and Coordination

Concept of Operations

Babson College will seek to address emergencies in a prompt, safe, effective manner. The primary priorities are the protection of life, property, and the environment. As such, emergency management objectives of the CEMP are to:

1. Protect the health and safety of students, faculty, staff, and visitors affected by emergencies to the extent feasible;

2. Contain and stabilize the emergency;

3. Minimize damage to College property, facilities, and the environment;

4. Minimize disruption to College operations, including but not limited to teaching and research;

5. Resume normal College activities and operations in a timely manner.

National Incident Management System

Babson College emergency management organization is structured in alignment with the National Incident Management (NIMS) and the Incident Command System (ICS). NIMS integrates existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that enables a diverse set of public and private organizations to conduct effective incident management operations.

It does this through a core set of concepts, principles, procedures, organizational structures (Incident Command System, multi-agency coordination, and joint information systems), terminology, and standards requirements applicable to a broad community of NIMS users. To ensure interoperability and compatibility, NIMS is based on an appropriate balance of flexibility and standardization. It provides a consistent and flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

Incident Command System

Emergency management and incident response at Babson College is coordinated using the Incident Command System (ICS). ICS enables effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is used to organize both near-term and long-term operations for a broad spectrum of emergencies, from small to complex incidents, both natural and man-made. ICS is used by all levels of government – federal, state, regional and local – as well as by many private-sector and NGOs.

All activity undertaken under the CEMP shall be coordinated using the Incident Command System (ICS) and the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive (HSPD) 5.

Training

The Emergency Manager and members of Public Safety should be trained, at minimum, in ICS 100, 200, and 700 through FEMA's Emergency Management Institute [Emergency Management Institute - National Incident Management System (NIMS) (fema.gov)](#).

Plan Development and Maintenance

If a plan is to be effective its contents must be known and understood by those who are responsible for its implementation. The EM will brief the appropriate College officials and department heads concerning their roles and responsibilities under this Plan. The EM will arrange for appropriate training and exercises to maintain this plan.

The EM is responsible for the administrative maintenance of this Plan and will ensure that it is reviewed and updated periodically and that all appropriate personnel and departments are consulted and/or participate in the review, if applicable.

The EM is responsible for maintaining a training and exercise program that ensures that the Plan, including the EOC and people with emergency management responsibilities, is exercised on a regular basis, generally at least once each year.

All departments are responsible for the development and maintenance of their respective segments of this Plan. All departments are responsible for periodically reviewing their portion of this Plan and updating it, as necessary.

Following every exercise or significant real-world event, the Incident Commander, in collaboration with the EM, and, if appropriate, Executive Director, will ensure that a detailed After-Action Report (AAR) and Improvement Plan is prepared. This Plan should be updated as appropriate to enhance and refine practices identified through training, exercises, and actual events/incidents.

Exercise Program

Like training Programs, a strong Emergency Management Program should also involve exercises to promote the effectiveness of various plans and procedures.

An effective exercise program will also strengthen response management, coordination, and operations, plus reveal areas of opportunity that can be addressed prior to an emergency to enhance and refine public safety capabilities.

Types of Exercises

Exercises are generally classified in three major categories: Tabletop, Functional, and Full Scale. Departments may also consider preliminary exercises called *Orientations* to introduce participants to the plan and prepare for the exercise process.

Each of these exercises varies in activities and resources. Some require simple preparations and execution while others may be more complex and require greater efforts and resources. Each provides their own benefits, and all should be considered in the overall development of an exercise program.

Orientation (Exercise)

Orientations are used to acquaint personnel with policies and procedures developed in the planning process, providing a general overview of the emergency plan and its provisions. Orientation is especially effective in ensuring that emergency personnel understand their roles and responsibilities and clarifying any complex or sensitive plan elements.

While orientation does not normally involve any direct simulation or role-playing, it is used to review plan procedures and informally apply them to potential emergency situations or past events familiar to everyone.

Tabletop Exercise

A *Tabletop Exercise* is primarily a learning exercise that takes place in a meeting room setting. Prepared situations and problems are combined with role-playing to generate discussion of the plan, its procedures, policies, and resources. *Tabletop Exercises* are an excellent method of familiarizing groups and organizations with their roles and demonstrating effective coordination. They are also good environments for reinforcing the logic and content of the plan and integrating new policies into the decision-making process, since they allow participants to act out critical steps, recognize difficulties, and resolve challenges in a non-threatening environment.

Functional Exercise

A *Functional Exercise* is an emergency simulation designed to provide training and evaluation of integrated emergency operations and management. It is more complex than the *Tabletop Exercise* and focuses on the interaction of decision making and agency coordination in a typical emergency management environment such as an Operations Center or command location. All field operations are simulated through messages and information is normally exchanged using actual communications, including radios and telephones. It permits decision-makers, command officers, coordination, and operations personnel to practice emergency response management in a more realistic environment, complete with time constraints and stress. It generally includes several organizations and agencies practicing interaction of a series of emergency functions such as direction and control, assessment, and evacuation.

Full Scale Exercise

The *Full-Scale Exercise* evaluates several components of an emergency response and management system simultaneously. It exercises the interactive elements of a community emergency program, similar to the *Functional Exercise*, but it is different from the *Functional Exercise* in that it adds a field component. A detailed scenario and simulation are used to approximate an emergency, which requires on-scene direction and operations, and includes coordination and policy-making roles at an emergency operations or command center. Direction and control, mobilization of resources, communications and other special functions are commonly exercised.

Progressive Exercise Program

Recognizing that the exercise types described in this plan are intended to build on one another, each one becoming more complex and comprehensive, the Emergency Management Office will establish a progressive exercise program by scheduling basic *Orientations* to introduce the plan and the specific policies and responsibilities established. *Tabletop Exercises* will then be held to implement actual coordination and leadership provisions of the plan, including emergency operations concepts that may be new to many local personnel. These will be followed by *Functional Exercises,* as appropriate, to integrate the plan's more complex sections under simulated emergency conditions. The entire emergency response system will then be evaluated by a *Full-Scale Exercise*.

Exercise Schedule

The specific exercise schedule will be developed after the CEMP has been reviewed and processed by the College community.

NOTE: If a real response situation has occurred, it may be counted as an exercise if an after-action evaluation is performed, and the plan is updated with "opportunities for enhancement" from the incident.

After-Action Reviews (AAR)

The After-Action Review occurs as soon as possible after the event or exercise. The format of the After-Action Review is the combination of a presentation of the events and actions taken during the exercise, and a group discussion about those events and actions.

The after-action evaluation serves as the basis for:
- Evaluating if the goals of the exercise (if applicable) were achieved.
- Evaluating training and staffing areas for refinement and enhancement.
- Evaluating potential for refinement and enhancement to all plans, protocols, and procedures.
- Evaluating if additional inter-agency coordination is recommended for more effective emergency response.
- Planning and upgrading of future exercises.

Incident Action Plans

An Incident Action Plan (IAP) identifies incident objectives and provides essential information regarding incident organization, resource allocation, work assignments, safety, and weather. A well-conceived, complete IAP facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives. A written IAP should be considered when:
- Two or more jurisdictions are involved in the response
- Many ICS organizational elements are activated (typically when General Staff Sections are staffed).
- A HazMat incident is involved (required).
- Long Duration Events
- Planned Events

Meeting Schedules

Crisis Response Team (CRT) Meetings: The Emergency Manager coordinates meetings with this group monthly or as needed.

Executive Policy and Planning Group (EPPG) Meetings: The Emergency Manager coordinates meetings with this group quarterly or as needed.

Authorities and References

Federal

The Federal Civil Defense Act of 1950 (PL 81-920)

The Disaster Relief Act of 1974 (PL 93-288)

Emergency Management and Assistance, 44 U.S. Code 2.1

Homeland Security Presidential Directive (HSPD) 5, "Management of Domestic Incidents

Public Law-288

National Response Plan (NRP)

National Response Framework (NRF)

CPG-101

National Preparedness Goal

National Incident Management System (NIMS)

Incident Command System (ICS)

Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
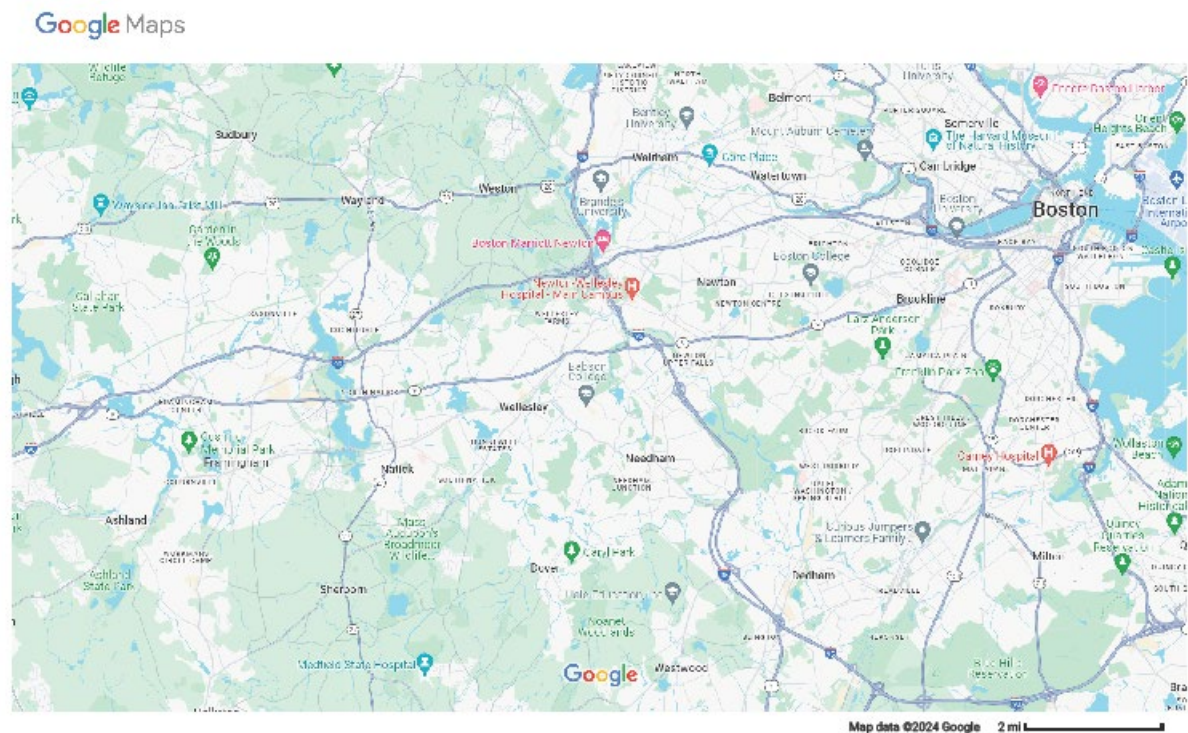
Commonwealth of Massachusetts

Executive Order #242, Comprehensive All-hazards Emergency Planning

Executive Order #469, Designation of the NIMS as the State's Incident Management Standards
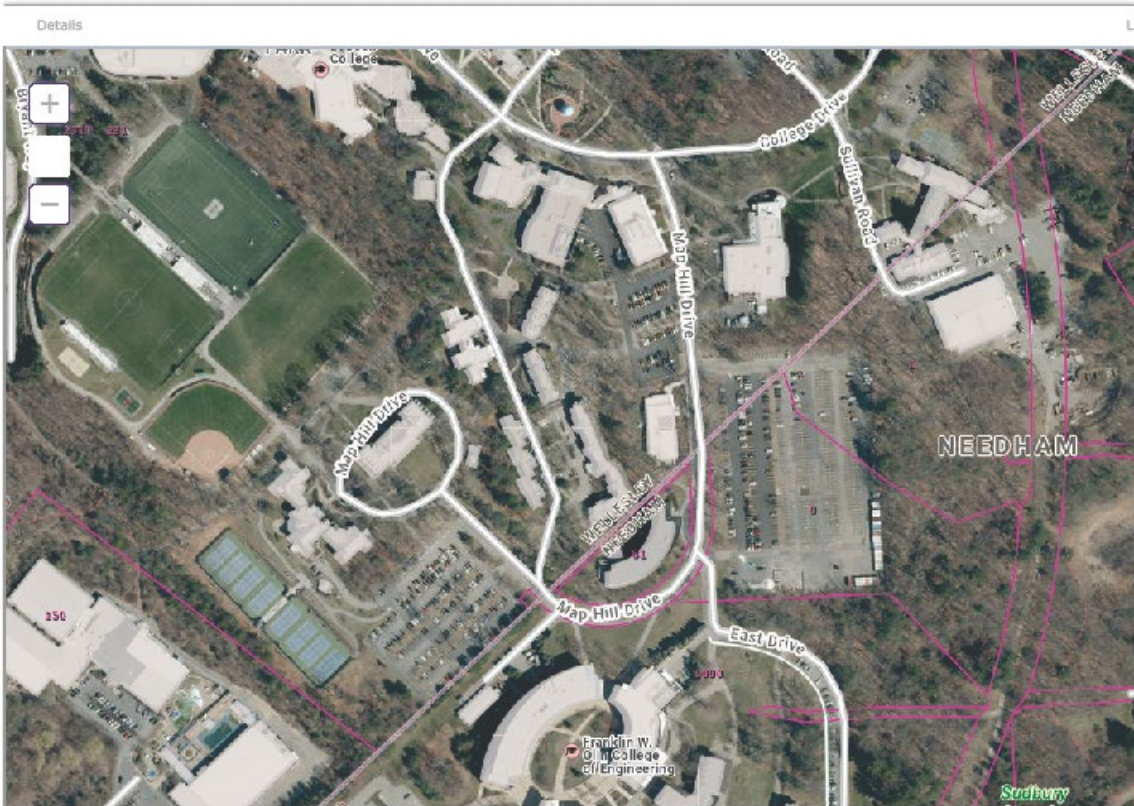
Comprehensive Emergency Management Plan Attachments

CEMP Attachment 1: Geographical Map (Surrounding Towns)

CEMP Attachment 2: Massachusetts Interactive Property Map (jurisdictional boundaries)

4862-6794-2120, v. 1

CEMP Attachment 3: Babson College Campus Map (2024)

Appendices-Restricted Access