EMERGENCY MANAGEMENT PLAN

NHTI –Concord's Community College

- Main Campus
- CCSNH Office

Limited Distribution: Not for Public Release

NHTI CAMPUS SAFETY DEPARTMENT
1 Institute Drive
Concord, NH 03301
Revised 19 January 2022

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Promulgation

This document establishes the NHTI – Concord's Community College Emergency Management Plan, consisting of two integrated parts:

1. Emergency Operations Plan.
2. Continuity of Operations Plan.

This document assigns duties and responsibilities to NHTI departments, offices and employees before, during, and after an emergency event. This document also grants the authority for departments, offices and employees to carry out their duties and fulfill their responsibilities in accordance with its terms.

This Emergency Management Plan applies to all employees participating in emergency and disaster mitigation, preparedness, response, and recovery efforts. In order to promote preparedness in carrying out this plan, departments and individuals who have been assigned responsibilities are expected to put necessary operational procedures in place. These operational procedures must be kept current and tested regularly.

All NHTI employees must actively participate in emergency and disaster preparedness exercises and training, whether or not they have specific responsibilities detailed in this plan.

This plan has been reviewed and approved by NHTI senior administrators who affirm their support for this Emergency Management Plan.

This Promulgation shall be effective upon its signing and will remain in full force and effect until amended or rescinded by further promulgation.

_____

Mark Rubenstein, President
NHTI – Concord's Community College

Approval and Implementation

I approve and authorize the NHTI – Concord's Community College Emergency Management Plan.

This Emergency Management Plan, Annexes and Protocols have been established to provide a viable "all-hazards" response capability and comprehensive approach to managing emergencies while concurrently maintaining continuity of business operations.

This document is maintained by the NHTI Campus Safety Department and is approved by the President of NHTI-Concord's Community College, or in the event of unavailability, another person who has been granted such authority by the NHTI President or CCSNH Chancellor.

Employees who identify the need for modifications to this plan should promptly bring their concerns and recommendations to the attention of the NHTI Campus Safety Department, via department managers, for consideration.

Recognizing that emergency plans must be adaptable to the facts and circumstances of unique situations, this plan grants employees the use of discretion in their responsive actions whenever reasonably appropriate and authorizes a range of options for employees to consider while carrying out their responsibilities.

This plan is effective upon its execution and supersedes any and all prior plans.

_____ _____

Mark Rubenstein, President
NHTI-Concord's Community College

Date

Statement on Emergency Preparedness

To the NHTI Community:

Emergencies and disruptive incidents may affect College operations at any time. To protect the safety and security of our students, faculty, staff and guests while minimizing disruptions, the entire college community must take steps to prepare itself for such events. This Emergency Management Plan addresses the College's response to emergencies by taking an "all-hazards" approach. While this plan is a fundamental component in the preparedness process, individuals and College departments must make reasonable efforts to prepare for emergencies.

The Critical Incident Response Team (CIRT), responding departments and offices should familiarize themselves with information in this plan. Individuals not engaged in college Emergency Response Functions should familiarize themselves with the Emergency Response Handbook and other preparedness resources available from the Campus Safety Department at https://www.nhti.edu/student-life/campus-safety.

Working together, we can continue to make the NHTI a safe and prepared community.

Policy Statement and Plan Objectives

The intent of the NHTI Emergency Management Plan is to establish policies, procedures and an organizational structure for response to emergencies that could arise on or near the NHTI Campus. This Emergency Management Plan, Annexes and Response Protocols contain clear strategies, guidance, roles and responsibilities for the campus based Critical Incident Response Team (CIRT), during the initial response and through all phases of emergency management. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen, or covered by the elements of the plan.

This Emergency Response Plans purpose is to also mitigate the potential effects of the various hazards that might impact NHTI, to prepare for the implementation of measures which will preserve life and minimize damage, to respond effectively to the needs of the NHTI community during emergencies, and to provide a recovery system to return NHTI to normal operations as soon as possible after such emergencies.

Should the nature and size of the emergency warrant, outside agencies will be contacted and be requested to assist with additional resources. These resources could include manpower and/or equipment.

Record of Changes

Modifications and/or revisions to the NHTI Emergency Management Plan are recorded in the table below. Additionally, a sample EMP guideline can be found online at NHTI-Concord's Community College and CCSNH's Risk Management and Compliance web portal at: https://my.ccsnh.edu/departmentsteams/risk-management-and-compliance

Change Number	Date of Change	Section	Summary of Change	Change Made By (Name)
1	3 July 2019	Pages 2-3	Updated President Signature line	Jason Wovkanech
2	3 July 2019	III.E.	Updated Org Chart and Added Org Chart/NHTI position crosswalk	Jason Wovkanech
3	3 July 2019	Multiple areas	Updated President's Staff to Presidents Cabinet	Jason Wovkanech
4	8/31/2021	Multiple Areas	Removed all references to Smokestack Center	Jason Wovkanech
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				

Record of Distribution

The table below contains a record of all contacts that received an initial copy of the approved Emergency Management Plan.

This plan is intended to be readily available to the entire NHTI community through electronic distribution.

Personnel that are assigned roles in the plan receive a print copy.

Department / Office / Agency	Title of Recipient	Name	Date	Number of Copies
NH Homeland Security and Emergency Management Department				
New Hampshire State Police				
Concord Police Department				
Concord Fire Department				
Concord Hospital				
Riverbend Community Health Center				
Capital Area Public Health Network				
State of New Hampshire Health and Human Services				
Concord Public Health				
CCSNH				

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- Facilities
- System-wide Capital Planning
- Financial Services
- IT
- Safety & Security
- System-wide Legal & Risk Management
- Student Academic Support
- Human Resources
- System-wide Human Resources

Annex F: Emergency Support Functions (ESF)
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Protocol 1: Active Shooter/Hostage Situation
Protocol 2: Animal Hazards/Nuisances
Protocol 3: Aviation Incident
Protocol 4: Bomb Threat/Improvised Explosive Devices (IED)
Protocol 5: Chemical, Biological, Radiological, Nuclear (CBRN)
Protocol 6: Civil Disturbance
Protocol 7: Communications Systems Failure
Protocol 8 Crimes of Violence (Other Than Active Shooter/Hostage Situations)
Protocol 9: Death (Untimely)
Protocol 10: Disruptive/Threatening Student
Protocol 11: Explosion (Accidental)
Protocol 12: Hazmat Release/ Industrial Accident
Protocol 13: Major Traffic Accident
Protocol 14: Malicious Interference with NHTI Information Systems (IS)
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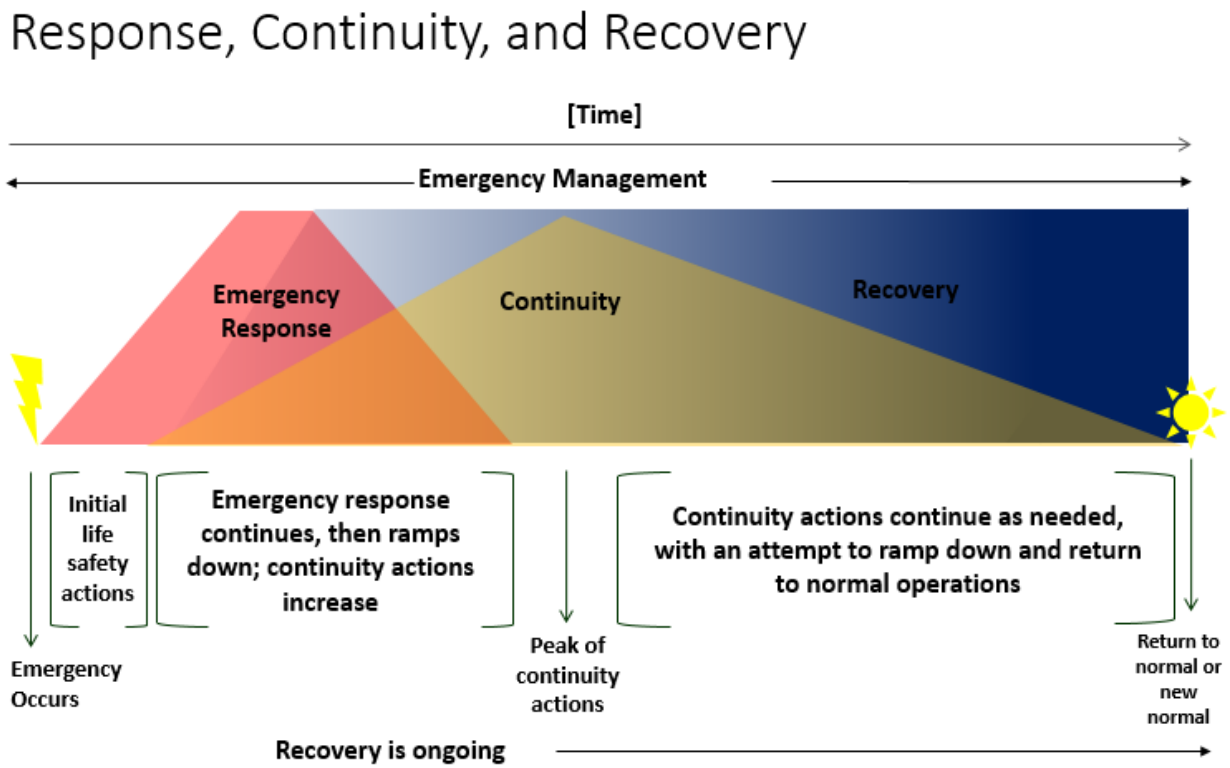
Protocol 22: Natural Disaster –Tornado
Protocol 23: Natural Disaster – Windstorm/Thunder/Microburst
Protocol 24: Natural Disaster – Winter Storm/Blizzard
Protocol 25: Power Outage/Utility Failure
Protocol 26: Public Health/Communicable Disease Incident
Protocol 27: Rail Incident
Protocol 28: Sexual Assault/Sex Related Crimes
Protocol 29: Structural/Wild Fires
Protocol 30: Suicide Ideation/Suicide Attempts/Suicide
Protocol 31: Water System - Failure/Contamination/Shortage
Protocol 32: Water Event

Section 1 - Response and Recovery Framework

This Emergency Management Plan provides an overarching framework for emergency/disaster response and recovery. Within this framework there are two key subcomponents:

- The **Emergency Operations Plan** (EOP) – This plan guides immediate and intermediate operational response to an emergency.
- The **Continuity of Operations Plan** (COOP) – This plan addresses the effects of an emergency on the business processes of the college. Consideration of these issues normally begins when the initial life-safety response has stabilized and extends into long-term recovery.

EOP and COOP activities are not separate and distinct from one another in most circumstances. They coincide much of the time and must be both integrated and closely coordinated.



A. National Preparedness Goal

The National Preparedness Goal defines what it means for the whole community to be prepared for all types of disasters and emergencies. The goal itself is succinct:

> "A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk." (National Preparedness Goal, Sep 2011, Homeland Security)

Preparedness is a shared responsibility; it calls for the involvement of everyone…[in] preparedness efforts. By working together, everyone can keep the NHTI community safe from harm and resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics. (National Preparedness Goal, Sep 2011, Homeland Security)

B. Emergency Management Mission Areas

Emergency management is divided into five distinct goals which are highly interdependent, each of which are supported by core capabilities outlined in Table 1.

- Prevention
- Protection
- Mitigation
- Response
- Recovery

C. Definitions

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. The term "prevention" refers to preventing imminent threats.

Protection: The capabilities necessary to secure the college community against acts of terrorism and human-caused or natural disasters.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively. The focus is on the timely restoration, strengthening, and revitalization of infrastructure, housing, financial as well as the health, social, cultural, historic, and environmental fabric of the college by a catastrophic incident.

D. Mission Area Core Capabilities

Table 1: Core Capabilities by Mission Area[3]

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-scene Security and Protection Operational Communications Public and Private Services and Resources Public Health and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

[3] Planning, Public Information and Warning, and Operational Coordination are core capabilities common to all mission areas.

(National Preparedness Goal, Sep 2011, Homeland Security)

Section 2 - Emergency Operations Plan

I. Introduction

A. Purpose

The purpose of this Emergency Management Plan is to establish an Emergency Operations System that organizes the college's response to emergencies and disasters. This plan sets forth lines of authority, responsibilities and organizational relationships. It also details methods of effectively coordinating emergency resources.

An emergency/disaster incident is any occurrence, caused by either human or natural phenomena, that requires a sustained organizational response, beyond normal capacity, to prevent the loss of life and/or reduce the risk of injury or property damage.

This document:

- Provides operational concepts that can be used to effectively manage emergency incidents.
- Identifies the components of an organized emergency response.
- Describes activities that should be undertaken to achieve an effective emergency response.
- Provides continuity strategies to maintain essential functions in circumstances when services cannot readily be restored and/or continued through standard means.
- Prioritizes public safety over business continuity, yet offers guidance on how to achieve both objectives concurrently.

B. Plan Organization

This Emergency Management Plan (EMP) is divided into two main parts.

Part I contains the information related to an Emergency Operations Plan, and follows plan development guidance as provided by FEMA and other plan development guidance. It describes general emergency management concepts, priorities and objectives, how to activate the plan, roles and responsibilities, and emergency operations center components.

The EMP meets the criteria outlined in the National Incident Management System (NIMS) and the Incident Command System (ICS).

Part II contains information related to the Continuity of Operations Plan, including COOP component and COOP implementation.

This Emergency Plan contains several Functional Annexes and Threat/Hazard Specific Protocols. Review this Emergency Management Plans Table of Contents for a complete listing of the Functional Annexes and Threat/Hazard Specific Protocols.

C. Authority

The overall responsibility for the college's emergency management, continuity of operations, and execution of the Emergency Management Plan resides with the college President, who serves on the Policy Group. The President's designee has been granted the authority, as the Incident Commander, to activate this plan and implement emergency management activities at NHTI.

D. Situation Overview

NHTI is located in Concord, New Hampshire. Emergencies/Disasters occurring within the greater Concord area are likely to impact NHTI and have been considered in the preparation of this plan.

The threats and hazards listed in this section have been identified as those most relevant for the geographical area that hosts and immediately surrounds NHTI. These threats and hazards were identified via an internal assessment by NHTI and/or are contained in Concords' Emergency Operations Plan. The threats and hazards have been assessed in accordance with the Risk Assessment Worksheet criterion contained in this section.

NHTI's main campus is located on approximately 240 acres of fields and woodlands and is generally bordered to the North and East by the Merrimack River, to the West by Interstate 93, a four-lane highway and to the South by Interstate 393, a four-lane highway and two on/off ramps leading to/from Interstate 393. Encompassed by the campus land area is the Ft. Eddy pond. The Ft. Eddy Pond is designated by the New Hampshire Department of Environmental Services as a public body of water and access is granted via NHTI property.

Low lying areas of the campus adjacent to the Merrimack River at an elevation of 235 feet or below has been designated by the Federal Emergency Management Agency (FEMA) as flood zones. These areas include the area of the west and north banks of Ft. Eddy Pond, easterly along College Drive to near the Intersection with Institute Drive, all NHTI Athletic fields, the boat launch areas, the field area between the east bank of the Ft. Eddy Pond and College Drive to the I-393 overpass. Additionally, a majority of the woodland area between the developed areas on the north and east sides of Institute Drive are in a floodplain. The remainder of the NHTI property with the exception of the White Hall, Business Office and Maintenance areas are designated as having a 0.2 percent change of experiencing an annual flood event.

The NHTI main campus is comprised of 18 distinct buildings, seven being staff/support buildings (Maintenance, Business Office, IT, etc.), five being academic buildings, one being a Childcare Center operated by an external agency, two being recreational facilities, three being residence halls which may house up to approximately 400 students (however generally operates between 50% and 70% capacity) and the Community College System of New Hampshire (CCSNH) office building.

Other facilities share space and are adjacent to NHTI's campus. These are the Arthur D. Kehas Criminal Justice Training Facility and Campus and the McAuliffe-Shepard Discovery Center.

NHTI has three roads on campus: College Drive, Fan Road and Institute Drive. College Drive from Ft. Eddy Road to the intersection of Institute Drive and Institute Drive are heavily travel by the campus population, persons utilizing the adjacent facilities and for non-campus community members to access businesses in the vicinity of Commercial Street on the west side of Interstate 93 and Ft. Eddy Road. The remainder of College Drive and Fan Road are primarily used by college community members of those attending functions on campus.

The NHTI Campus also has boat launch owned by the Community College System of New Hampshire which allows for public located on the East bank of the Merrimack River, a public access point to the Ft. Eddy Pond on the SeeKamp Trail near the South end of Fan Road and three public access points for the Concord Area Transit (CAT) bus service. Two bus stops are located at the entrance to Campus on College Drive and one is located on Institute Drive in front of Sweeney Hall.

The geographic center of the NHTI Campus is approximately 1.63 miles (2.62 km) from the control tower of the Concord, New Hampshire Municipal Airport which is situated at the northwest side of the runway. Several flight paths for private, commercial and military fixed and rotary wing aircraft flight paths are over or near NHTI property. The entire NHTI Campus is designated by the Federal Aviation administration as having zero (0) feet of authorization for Unmanned Aerial Vehicle (Drone) flight authorization.

NHTI's population consists of approximately 4,600 day, evening and weekend students, 90 full-time and 300 adjunct faculty and 250 staff members. Some members of this population will have access and functional needs due to physical impairment, language proficiency and/or age. A critical population area is the Childcare facility which has a high concentration of children at the facility. Persons with access/functional needs will be addressed throughout this Emergency Response Plan and associated Annexes and Protocols.

NHTI is an open campus and is frequently used by community members through space rental agreements or contracts, sponsored events or to access public roads, bodies of water, hiking trails, etc.

E. Threat and Hazard Identification and Risk Assessment (THIRA)

There are three categories of threats and hazards: Natural (flood, tornado, etc.), Technological (utility failure, hazardous material release, etc.) and Human-caused (active shooter, bomb/IED threats, etc.).

Threat and Hazards Identification and Risk Assessment (THIRA) is the crucial first step in Preparedness efforts as it informs all other Preparedness activities for the college.

The THIRA for NHTI shall be conduct **every three years.**

Last THIRA conducted August 2021

THIRA and Risk Overview

- Risk is the potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences. (DHS Risk Lexicon, 2010).
- In the THIRA, communities identify risks with the potential to most challenge their capabilities and expose areas in which the community is not as capable (capability gaps) as it aims to be. (CPG 201, 2018)
- Capability gaps create barriers in a community's ability to prevent, protect against, mitigate, respond to, and recover from a threat or hazard. (CPG 201, 2018)
- Understanding the risks they face will make it easier for communities to determine what level of capability they should plan to build and sustain. (CPG 201, 2018)
- Communities can use the information that comes from the THIRA/SPR process to answer five key strategic questions about their preparedness risks and capabilities (CPG 201, 2018). These are:
    - What do we need to prepare for?
    - What level of capability do we need to be prepared?
    - What are our current capabilities?
    - What gaps exist between the capabilities we need and the capabilities we currently have?
    - How can we address the capability gaps?

Based from these questions the threats and hazards of concern for the college were identified and a Risk Assessment Work Sheet was developed.

Threats and Hazards identified are those that could occur directly on the NHTI Main Campus, any college leased space, or may occur in close proximity to the NHTI Main Campus which will/may have impact on NHTI facilities and/or staff, faculty, students or guests.

F. Risk Assessment Work Sheet

Below is the Risk Assessment Matrix used to determine the risk posed by the identified Threats and Hazards. Hazard/Threat risks full assessments are contained in the individual Emergency Response Protocol Annex for the specific hazard.

Hazard/Threat	Probability	Magnitude	Warning	Duration	Risk Priority
Hazard/Threat Name	4. Highly likely 3. Likely 2. Possible 1. Unlikely	4. Catastrophic 3. Critical 2. Limited 1. Negligible	4. Minimal 3. < 3 hrs. 2. 6-12 hrs. 1. 12-24 hrs.	4. 12+ hrs. 3. 6-12 hrs. 2. 3-6 hrs. 1. <3 hrs.	High Medium Low

How Hazard/Threat Risk is Calculated to Assess Risk

Each area of assessment (Probability, Magnitude, Warning and Duration) of the risk is evaluated.

Duration is determined using the length of the event and the immediate recovery in the aftermath of the incident. Criterion under each assessment area is assigned a point value.

For example, Probability = Highly likely = 4 points, Likely = 3 points, Possible = 2 points and Unlikely = 1 point

The point value for each assessed area are then totaled to determine the Risk Priority.

The Risk Priority is then determined by the following standard

Risk Priority	Point Value
High	13-16
Medium	9-12
Low	4-8

Example Risk Priority Assessment

Hazard	Probability	Magnitude	Warning	Duration	Risk Priority
Active Shooter	2. Possible	4. Catastrophic	4. Minimal	4. 12+ hours	High

Points 2+4+4+4 = 14 = **High Risk Priority**

G. NHTI Threats and Hazards Identified

Threat/Hazard	Risk Priority
Active Shooter/Hostage Situation	High
Animal Hazard/Nuisances	Low
Aviation Incident	Medium
Bomb Threat/Improvised Explosive Devices (IED)	High
Chemical, Biological, Radiological, Nuclear (CBRN)	Medium
Civil Disturbance	Medium
Communication System Failure	Medium
Crimes of Violence (Other Than Active Shooter/Hostage Situations)	Medium
Death (Untimely)	Medium
Disruptive/Threatening Student	Medium
Explosion (Accidental)	High
Hazmat Releases/ Industrial Accident	Medium
Major Traffic Accident	Medium
Malicious Interference with NHTI Information Systems (IS)	High
Mass Casualty	Low
Medical Incidents and Emergencies	High
Mental Health Incidents	High
Missing Persons/Student/Amber/Silver Alert	Medium
Natural Disaster - Earthquake	Low
Natural Disaster – Flooding	Medium
Natural Disaster – Hurricane	Low
Natural Disaster –Tornado	Low
Natural Disaster – Wind Storm/Thunder/Microburst	Medium
Natural Disaster – Winter Storm/Blizzard	Medium
Power Outage/Utility Failure	High
Public Health/Communicable Disease Incident	High
Rail Incident	Low
Sexual Assault/Sex Related Crimes	Medium
Structural Fire/Wild Fire	Medium
Suicide Ideation//Suicide Attempts/Suicide	High
Water System Failure – Waste Water/Water Contamination/Shortage	Medium
Water Event	Medium

The Threat/Hazard Specific Protocol Annexes will identify the following as it pertains to each Threat/Hazard:

- Full Risk Priority Assessment.
- Geographic areas likely to be affect by the threat/hazard.
- Critical Facilities likely to be affected by the threat/hazard
- Responses and dependencies for critical resources and external responses as described through Emergency Support Functions (ESF).
- Emergency Management Mission Area actions taken for threat/hazard.
- Goals and Objectives identified for threat/hazard.

H. Capabilities Assessment

NHTI employs a fulltime Safety Department that operates 24 hours a day/7 days a week who are trained in methods to assist staff, faculty, student and guests during times of emergency; however, NHTI routinely relies on state and local police, fire, and emergency medical services personnel to confront and control the risks and hazards identified and listed above.

Although the New Hampshire State Police is the NHTI's primary first-response law enforcement agency, there are circumstances when Concord, NH Police Officer can also assist in the response to risks and hazards listed above.

NHTI also has established a Critical Incident Response Team (CIRT) that has received basic training through FEMA compliant Incident Command System (ICS) and National Incident Management Systems (NIMS) online training and through various annual exercises.

The Threat/Hazard Specific Protocol Annexes will explain the full capabilities assessments As it pertains to each specific threat/hazard.

I. Preparedness Actions

NHTI prepares for emergencies by creating and maintaining Emergency Response Plans, Functional Annexes, Protocol Annexes, and Continuity of Operations Plans (COOP) to accomplish the tasks associated with emergency response and continuity of operations. Additionally, NHTI leadership has taken the following steps:

- Maintains a ***Critical Incident Response Team (CIRT)*** that responds to emergencies and, as needed, establishes an ***Emergency Operations Center (EOC)***.
- Maintains an Emergency Operations Center (EOC) that can serve as an information and decision-making resource.
- Conducts fire evacuation and emergency response drills on a regular basis.
- Specific Preparedness Actions will be identified in Functional and Protocol Annexes.

J. Planning Assumptions

In preparing this plan, NHTI leadership relied on the following planning assumptions:

- Emergency events typically occur with little or no warning.
- Building(s) may be damaged and unsafe, forcing displacement of students, staff, faculty and guests.
- Evacuation of building(s) may be complicated or delayed by hazards and medical emergencies.
- Road ingress/egress to/from the college may be partially or completely obstructed.
- Basic services, including electrical, water, natural gas, heat, telecommunications, and other information systems may be interrupted and/or unavailable during an emergency.
- NHTI may experience delays in re-establishing full operational capability.
- NHTI's daily operations that do not contribute directly to emergency response efforts or the performance of essential functions may be suspended for some duration of an emergency.
- Emergency response may require coordination of internal departments. It may also require coordination with CCSNH's Chancellor's Office and external organizations, such as city, town, state, federal agencies and non-government organizations (NGO's).
- The degree of local, state, and/or federal and/or NGO resources available to respond to an emergency at NHTI will vary based on the type, severity and magnitude of the incident.
- There will be an immediate and continuous demand for information about the emergency and its impact on the CCSNH, NHTI and the college community members.
- Potential for negative financial impacts to the college
- Potential for permanent or temporary loss of personnel resources

II. Concept of Operations

A. General

The following are general concepts associated with NHTI emergency operations.

The Emergency Management Plan should be activated upon an identifiable threat or an impending emergency that may affect the college or surrounding area and may require multiple internal departments and/or external agencies to address.

- Multiple college departments will likely be affected by the emergency. Accordingly, multiple or all departments will likely be required to contribute to the overall emergency response.
- NHTI operations incorporate the National Incident Management System (NIMS) principles, including the Incident Command System (ICS) and the use of the FEMA's National Preparedness Goal mission areas of prevention, protection, mitigation, response, and recovery.

NHTI Critical Incident Response Team (CIRT) and Emergency Operations Center (EOC) will be staffed and operated in a manner sufficient to the demands of the event. When activated, the EOC will be staffed by **NHTI employees assigned to the Critical Incident Response Team (CIRT), as Emergency Operations Staff deemed and/or as essential personnel by the NHTI administration** will guide emergency response and business continuity operations.

When the response to an emergency exceeds the college's resources, assistance may be requested directly from the State of New Hampshire, the city of Concord, other educational institutions such as other CCSNH and USNH schools, vendors and/or other non-government organizations or non-government community resources. Local, state, and federal assistance may also be requested through local, state authorities and the New Hampshire Emergency Operations Center (EOC).

In the event of a natural disaster, or a state of emergency declared by the State of New Hampshire, NHTI will endeavor to take the necessary health and safety measures as required to protect NHTI students, staff, faculty, guests and visitors. As appropriate, NHTI will work with designated bargaining unit representatives to review any measures taken in preparation for and during a natural disaster, or a state of emergency.

B. Priorities/Objectives

All actions undertaken during and after an emergency should be done with the following priorities and objectives in mind:

- Protect the health and safety of NHTI employees, students, visitors and other persons present on NHTI property who are affected by the emergency.
- Assist in containing and stabilizing harmful conditions created by the emergency.
- Ensure necessary steps are taken to accommodate all persons with access and functional needs. This specifically includes consideration of children, persons with limited mobility, persons with disabilities, and/or any other person whose ability to protect and/or assist themselves may be limited or impaired in any way.

- Minimize physical damage NHTI property, facilities, and the surrounding environment.
- Preserve vital records.
- Minimize disruption to NHTI operations, including teaching, public service, and business functions.
- Resume/continue normal NHTI activities and operations in a timely manner.

C. Activation

Upon notification of an impending emergency or the occurrence of an emergency, designated individuals may activate this plan and/or any of its component parts as reasonably appropriate. ***This plan may be activated with or without a formal declaration of emergency.***

Individuals authorized to activate this plan include:

- NHTI President
- NHTI President's designated successors in authority.
    - Business Operations Officer
    - Vice President of Student Affairs
    - Vice President of Academic Affairs
    - Director of Campus Safety

D. Emergency Definitions

The following emergency definitions are provided as guide to assist in determining the appropriate response to the emergency which will include:

- Critical Incident Response Team (CIRT) Staff, Emergency Operations Staff Section and Essential Personnel activation.
- Internal/External Emergency Support Function needs.

MINOR EMERGENCY: Any incident, potential or actual, which will not seriously affect the overall functional capacity of the college.

MAJOR EMERGENCY: Any incident, potential or actual, which affects an entire building or buildings, and which will disrupt the overall operations of the college.

- Outside emergency services may be required, as well as major efforts from campus support services.
- Major policy considerations and decisions will usually be required from the college administration (Policy Group) during times of crisis.
- A major emergency may be declared if information indicates that such a condition is developing, or is probable and will result in the CIRT/EOC being activated.

DISASTER: Any event or occurrence that has taken place and has seriously impaired, or halted the operations of the college.

- Mass personnel casualties and severe property damage may be sustained.

- A coordinated effort of all campus-wide resources which are required to effectively control the situation. Outside emergency services will be essential.
- Disasters may affect communities surrounding the college, therefore, city, county, state, and federal emergency services may not be initially available to assist with a disaster on the college. A delay in off-campus emergency services may be extended for unknown lengths of time.

Some emergencies identified in the emergency protocols by their very nature can automatically be determined as a minor emergency, major emergency or a disaster, while others can fall under a spectrum of any of these emergency types and must be determined which level of emergency is occurring through analysis by CIRT/EOC personnel.

E. Declaration of a Major Emergency or Disaster

When a Major Emergency or Disaster occurs, the on-site Incident Commander (**generally the Director of Campus Safety/Security Staff**) should promptly notify **President's designated staff member (Business Operations Officer, VP of Student Affairs or VP of Academic Affairs)** who will then ensure appropriate notification to the **NHTI President**. The **NHTI President** will then notify the **Policy Group**. ***Policy Group members are identified on page 29 of this document.***

The NHTI President may declare a state of emergency and request additional assistance as necessary to address the emergency and restore the operations of NHTI. This procedure is described in more detail in this document at: Annex C: Standard Operating Procedure: Declaration of a State of Emergency for NHTI.

F. Accessibility and Functional Needs

Comprehensive emergency management and continuity of operations includes preparedness to accommodate persons with access and functional needs.

- Consideration of persons with access and functional needs should be incorporated into all aspects of emergency response; including but not limited to emergency communication, building evacuation, the provision of aid and medical care, relocation and transportation, sheltering and all other forms of essential care and services detailed in this plan.
- Consideration of persons with access and functional needs should be incorporated into all NHTI emergency planning documents.
- Consideration of the accommodation of service animals should also be included.
- Annex I: Persons with Accessibility and Functional Needs and each response protocol addresses the application of Emergency Management Mission Areas: Prevention, Protection, Mitigation, Response and Recovery in regards to persons with accessibility and function needs.

G. Established Federal, State and Local Emergency Management Systems: NIMS, and ICS

National Incident Management System (NIMS)

NHTI has adopted the National Incident Management System (NIMS) as an organizational framework for emergency response. NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector non-governmental organizations to work together effectively and efficiently to prevent, mitigate, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. Use of NIMS facilitates NHTI's ability to communicate and coordinate response actions with surrounding jurisdictions and external emergency response agencies.

Incident Command System (ICS)

Compliance with NIMS includes the use of the Incident Command System (ICS) for emergency response. ICS is a framework for command, control, and coordination of internal and external resources.

III. Organization and Assignment of Responsibilities

The emergency management organizational structure for NHTI consists of several elements including the Policy Group, Critical Incident Response Team (CIRT) and the Emergency Operations Center Staff. This structure applies to both emergency operations activities and continuity of operations activities which will normally be assigned to the same individuals.

A. Policy Group

The Policy Group is responsible for making critical, high-level policy decisions during an emergency. The Policy Group directs the Critical Incident Response Team via the Incident Commander.

B. Critical Incident Response Team (CIRT)

The Critical Incident Response Team staff includes all employees assigned as Incident Commander, Command Staff and/or General Staff during an emergency or continuity incident as outlined in NHTI CIRT Organizational Chart.

C. Emergency Operations Center (EOC) Staff

The Emergency Operations Center staff consists of all NHTI employees assigned to emergency response duties of any kind and in support of the CIRT designated staff. This includes all employees assigned to work in the Emergency Operations Center (EOC) units during an emergency or continuity incident, as outlined in NHTI CIRT Organizational Chart.

The level of activation and designation of assignments is determined by the extent and scope of the emergency and actions needed to coordinate the NHTI response and continuity of operations efforts.

The CIRT/EOC staff is led by the Incident Commander and manages emergency protection, response, and recovery actions. The CIRT/EOC staff will normally manage emergency response and continuity response at the same time; however, some or all of these emergency response structures may instead be staffed independently as determined by the Policy Group.

D. Roles and Responsibilities

Detailed responsibilities for the NHTI CIRT/EOC staff, and other employees assigned to Emergency Response sections are described in greater detail in Annex A – CIRT/EOC Position Checklists, Annex E- Emergency Support Functions and the individual Emergency Response Protocols to this plan.

A general overview of responsibilities for each group are described below, along with the responsibilities of all other NHTI employees.

Policy Group

The policy group makes major decisions in response to emergency situations/events. This group provides counsel and direction to the Critical Incident Response Team (CIRT), as needed, on emergency-related policy, such as closing facilities, relocating services to alternate locations,

suspending activities, and resuming normal operations. This group also determines how, when, and what NHTI communicates to the community before and after emergencies.

The Policy Group consists of the following CCSNH/NHTI administrators:

- CCSNH Chancellor
- NHTI President
- CCSNH Chancellor's Staff
- NHTI President's Cabinet

Critical Incident Response Team Command Staff

Incident Commander

The Incident Commander is responsible for:

- Activating the Emergency Operations Center.
- Approving the Incident Action Plan (IAP).
- Oversight of the Critical Incident Response Team (CIRT/Emergency Operations Center (EOC) staffs.
- Oversight of all emergency response and continuity activities.
- Performs all major CIRT Command and General Staff responsibilities unless these functions are activated.

EOC Manager

The EOC Manager is responsible for:

- Implementing the Incident Action Plan.
- Directing the Critical Incident Response Team (CIRT)/Emergency Operations Center (EOC) teams.
- Organizing, staffing, and operating the Emergency Operations Center.
- Directing Emergency Operations Center operations.
- Providing status updates to the Incident Commander.
- Coordinating the development of after-action reports (AAR) following exercises and actual incidents.
- Notifying employees about an emergency or continuity incident.
- Opening, setting up, supplying, and maintaining the Emergency Operations Center.
- Setting up and maintaining alternate facilities for Emergency Operations Center operations if necessary.
- Be able to fulfil the duties of the Incident Commander.

Public Information Officer

- Develops accurate and complete information on the incident's cause, size and current situation; resources committed; and other matters of general interest for internal/external consumption.
- Ensures that information is released in a consistent, accurate, and timely manner.
- Provides information to faculty, staff, students, the community and media as directed by the Policy Group (discussed in COOP section) and Incident Commander.
- At the PIO's discretion, this role can be bifurcated: Internal PIO and External PIO.
- Coordinates with other agencies for incident related information requirements.

Safety Officer

- Responsible for identifying, mitigating and monitoring safety hazards and situations of potential liability during EOC operations and ensuring a safe working environment during incident management operations.
- Monitors incident operations and advises the Incident Commander/Deputy Incident Commander (EOC Manager) on all matters related to operational safety including the health and welfare of assigned personnel.
- Develops a set of systems and procedures necessary to ensure the ongoing assessment of hazardous environments.

Liaison Officer

- Serves as the point of contact for external partners from assisting organizations and agencies outside of the college.
- Aids in coordinating the efforts of these external partners to maximize the effectiveness of available resources.

Operations Section

The Operations Section is responsible for coordinating all operations in support of the emergency response and continuity effort. The Operations Section operates under the supervision of the Operations Section Chief.

The Operations Section normally consists of the following groups:

- Communications and IT Branch
- Employee Branch
- Student Affairs Branch
- Security Branch
- Medical Branch
- Facilities Branch

- Food Services Branch (Students Only)
- Floor Captains

Planning Section

The Planning Section is responsible for the collection, analysis, and dissemination of information regarding the incident and the assigned resources, the development of the EOC action plan in coordination with other sections, and the collection and maintenance of incident documentation. The Planning Section operates under supervision of the Planning Section Chief.

The Planning Section normally consists of the following units:

- Resource Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit
- Technical Specialist(s)

Finance and Administration

The Finance and Administration Section is responsible for all financial activities and other administrative aspects of the emergency. The Finance and Administration Section is also responsible for acquiring, coordinating, tracking, deploying, and demobilizing resources needed in an emergency. This section provides facilities, services, personnel, equipment, and materials necessary for the response.

The Finance and Administration Section operates under the supervision of the Finance and Administration Section Chief and consists of the following units:

- Human Resources Unit
- Costs Unit
- Procurement Unit

Logistics Section

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations.

The Logistics Section operates under the supervision of the Logistics Section Chief and consists of the following units:

- Equipment Unit
- Facilities Unit
- Food Unit (Responders)
- Ground Support Unit

- Medical Unit (Responders coordinate with HR and NHTI Medical Services)
- Supply Unit

E. Organizational Chart

The organizational structure for managing an emergency that affects the NHTI is shown in the chart below. The Critical Incident Response Team and Emergency Operations Center staff will operate out of the EOC or alternate facility when necessary. ***The organizational chart included here represents standardized ICS structure. This is a flexible model, however, that can be modified as needed to better address event & response characteristics. Typically, all events will utilize the four key Sections: Operations, Planning, Logistics and Finance & Administration. The Groups and Units utilized may vary incident-to-incident.***

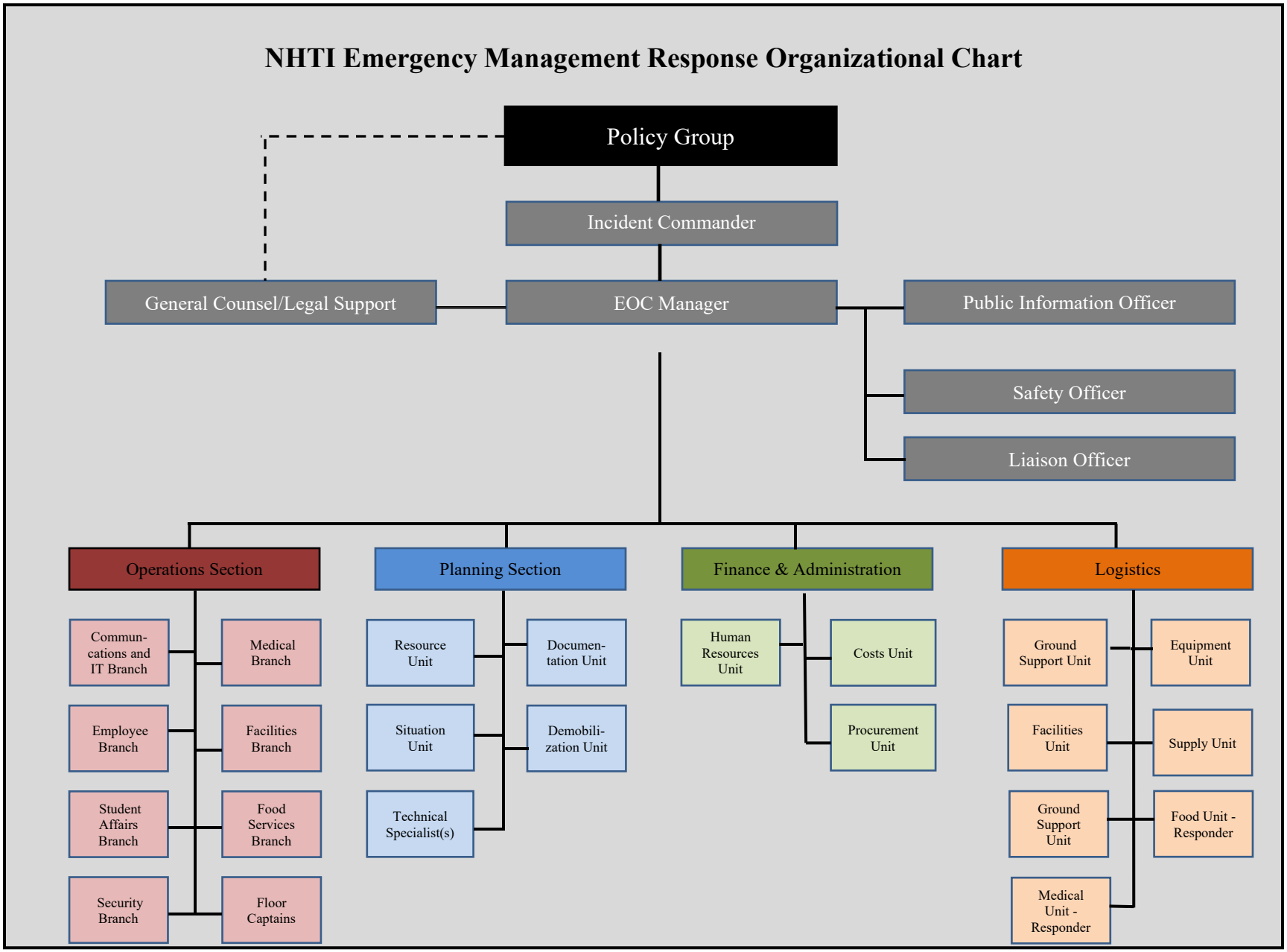
- The Emergency Response Plan Annex A CIRT/EOC Position Checklists explains NHTI Staff positions assigned to each CIRT/EOC position.
- The number in parenthesis after specific positions indicates the order of succession.

Structure Flexibility

Activation of organizational elements is flexible, as noted below:

- Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.
- The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on incident objectives and resource needs.
- An important concept is that many organizational elements may be activated in various Sections without activating the Section Chief.
- For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.

NHTI Emergency Management Response Organizational Chart



Organization Chart and Corresponding CCSNH/NHTI Positions

This section shows the CCSNH/NHTI departments/Positions allocated to ICS Emergency Management Functions and Units. Due to the limited personnel resources for response there will be NHTI positions that will be responsible for multiple functions on campus during an emergency response.

Policy Group

CCSNH Chancellor
CCSNH Chancellors Office Staff
NHTI President
NHTI Presidents Cabinet

CIRT Command Staff

CIRT/EOC Position Title	NHTI Position Assigned to CIRT/EOC or Unit
Incident Commander	Not Designated - Most Qualified Individual
Deputy Incident Commander	Not Designated - Most Qualified Individual
General Counsel/Legal Support	CCSNH Legal Counsel
Public Information Officer	CCSNH/NHTI Director of Communications
Safety Officer	Assistant Director of Campus Safety
Liaison Officer	Director of Campus Safety
EOC Manager	Director of Campus Safety

Operations Section

CIRT/EOC Position Title	NHTI Position Assigned to CIRT/EOC or Unit
Operations Section Chief	Campus Safety Sergeant
Communication/IT Branch	IT Services-NHTI personnel
Employee Branch	Human Resources Personnel
Student Affairs Branch	Student Affairs Personnel
Security Branch	Campus Safety Personnel
Medical Branch	Health/Counseling Services
Facilities Branch	Maintenance Personnel
Food Service Branch (Students Only)	Director of Residence Life/Chartwell's Director
Floor Captains	Designated Individual per floor of Academic Building (Academic Affairs)

Planning Section

CIRT/EOC Position Title	NHTI Position Assigned to CIRT/EOC or Unit
Planning Section Chief	Campus Safety Sergeant
Resource Unit	Campus Safety Personnel
Situation Unit	Campus Safety Personnel
Technical Specialist(s)	Dependent on Specialized Skill needed
Documentation Unit	Campus Safety Personnel (Oversight/Collection)
Demobilization Unit	Campus Safety Personnel

Finance and Administration Section

CIRT/EOC Position Title	NHTI Position Assigned to CIRT/EOC or Unit
Finance and Administration Section Chief	CCSNH/NHTI Chief Financial Officer
Costs Unit	Business Office Personnel
Human Resources Unit (Combines functions on Compensation, Claims and time unit functions)	Human Resources Representative (Coordinate with CCSNH Risk Manager for claims)
Procurement Unit	Business Office Personnel

Logistics Section

CIRT/EOC Position Title	NHTI Position Assigned to CIRT/EOC or Unit
Logistics Section Chief	NHTI Procurement Specialist (Business Office)
Equipment Unit	Business Office Personnel
Facilities Unit	Business Office Personnel
Food Unit (Responders)	Business Office Personnel
Ground Support Unit	Business Office Personnel
Medical Unit (Responders)	Business Office Personnel (Coordinate with NHTI Health Services/HR)
Supply Unit	Business Office Personnel

F. Emergency Response Internal/External Organizations and Emergency Support Functions

The defined responsibilities to include Primary and Supporting Department or Agency Emergency Response functions are further explained and matrixed in Annex E - Emergency Support Functions (ESF).

IV. Direction, Control, and Coordination

Emergencies that affect NHTI will be managed by use of the National Incident Management System (NIMS), and the Incident Command System (ICS). Specifically, NHTI will use an Emergency Operations Center (EOC) to coordinate emergency management and continuity actions, as described below.

A. NHTI's Emergency Operations Center

NHTI's EOC will be set up at the discretion of the NHTI Incident Commander based on the emergency situation.

Emergency Operations Center Locations

Primary location: Little Hall L100 – President's Conference Room
Alternate location: Student Center 2nd floor, Conference Room SC235
Contingency Location: If Primary/Alternate locations unavailable: NHTI Library L146 Conference Room.
Emergency/Off-site Location: TBD

In some circumstances, the EOC may need to be established at a different location on campus or off-site. Determination of change in location on or off-site will be made by the Policy Group after receiving recommendations from the Incident Commander.

The CCSNH Office Conference Room has been designated as available location.

Functional Annexes and Threat/Hazard Specific Protocols are developed for a specific threat/hazard to address functions that must be performed in an emergency, such as evacuation, shelter-in-place, public health/medical/mental health, recovery, and other pertinent functions deemed necessary.

Emergency Operations Center Supply Storage Locations

****** These locations and equipment are not currently established*****

Storage Location 1: Campus Safety Office
Storage Location 2: Sweeney 214
Storage Location 3: Presidents Suite - Breakroom
Storage Location 4: Library – Book Drop Closet.

A detailed explanation of what are contained in the storage locations are described in **Each Protocol Emergency Supply Locations Information - First Aid -AED locations.** These locations will include items such as: **meals, water, laptops, first aid supplies, a printer/scanner/fax machine, and pop-up tents to use if the EOC must be set up outside in a parking lot.**

B. Emergency Operations Center (EOC) Activation Levels

The following levels of activation will be utilized by NHTI's EOC:

Monitoring
An emergency may require the NHTI to establish a "monitoring" level of the EOC.

Partial Activation
The EOC may be partially activated to manage an impending or actual emergency depending on its evolution and complexity.

Full Activation
If an emergency requires complex coordination with multiple departments and may take an extended period of time to manage, a full activation of the EOC may be necessary.

C. Interagency/Multi-jurisdictional Coordination

Any multi-jurisdictional coordination needed with NHTI will be facilitated through the Incident Commander, the Emergency Operations Center and the Policy Group.

- In some cases, NHTI may be asked to provide information directly to the **State of New Hampshire, Homeland Security & Emergency Management (HSEM), Incident Planning & Operations Center located at the State Fire Academy, 110 Smokey Bear Blvd, Concord, NH 03301.**
- In other cases, the NHTI EOC may serve as an information, resources, and media coordination center for significant emergencies that impact one or multiple CCSNH colleges. NHTI should ensure that proper information flow through appropriate communications methods occurs throughout the duration of the emergency.

D. ICS-EOC Interface

Generally, policy and coordination functions are completed in the EOC and through the Policy Group, while incident command and tactical operations are conducted on-scene by local agencies that provide the Incident Commander(s) and other staff assigned to the incident. The NHTI EOC may coordinate information and resources in support of Incident Command System (ICS) activities being conducted through the Incident Command Post (ICP). The NHTI Incident Commander will facilitate communication between the EOC and the ICP in order to coordinate actions or garner additional resources in support of the response.

An ICP may be set up by local first responders near NHTI to manage the emergency. NHTI's EOC may be activated simultaneously and NHTI's EOC will need to coordinate with the local ICP/EOC. Some routine public safety responses that require the activation of an ICP/EOC by local first responders will not necessarily require activation of NHTI's EOC. However, if an emergency increases in complexity, central coordination may be needed through the EOC. Similarly, incidents requiring emergency management and continuity within NHTI may not require interaction with first responders or the setup of an ICP/EOC.

V. Information Collection, Analysis, and Dissemination

A primary task of the Emergency Operations Center is the gathering of information regarding the situation before, during, and after an emergency to assist in determining response, continuity, and recovery actions. Intelligence is obtained from appropriate sources including information from responders, governmental agencies, media outlets, and other resources such as subject matter experts from NHTI.

Types of information collected may include weather reports, law enforcement alerts and security threats, public health information, crime statistics and crime logs, situation reports from external partners and lists of emergency management and response agencies assisting with emergency operations. The types of information needed will vary based on the incident or event.

When collected, information is analyzed and shared with appropriate stakeholders through briefings, incident action plans and other communications to determine appropriate prevention, protection, response, continuity and recovery actions.

A. Communications:

Emergency management and continuity of operations actions are dependent upon the availability and redundancy of critical communications systems to support internal and external communications to students, faculty, staff, vendors, emergency services, and the public. Redundant communication systems are programmed to support emergency management requirements within twelve hours following an EOC activation, and for up to thirty days.

A detailed structure and process for communications is outlined in **Annex D: Crisis Communications Plan and Notification Procedures.**

NHTI will use all available communications tools and technologies in an emergency, these include:

- **Landline telephones.** NHTI employees who work at a desk have been issued a landline telephone.
- **Cellular telephone.** Several NHTI staff members have been issued cellular telephones. Most NHTI employees also carry personal cell phones.
- **Handheld Radios.** Campus Safety, Facilities, Residence Life, Media Services, Health Services, Floor Captains and the CIRT maintain a number of handheld radios for use during local emergency operations. The CIRT Channel will be used. (These are not interoperable with local law enforcement radios.)
- **Rave (NHTI Alerts)** The Rave system serves as a tool for the immediate notification of all NHTI employees and students using text messages, email, and phone. This notification system is tested on a regular basis.

- **Banner.** All NHTI students have registered their contact information in the Banner system, which can be used to notify NHTI students of an emergency.
- **THD Housing Software.** All NHTI Residence Life Students can receive text messages through this program during an emergency.
- **Loud speaker/alarm system.** NHTI Residence Halls are equipped with a public address system with voice capability that can be used to alert NHTI staff members, students and visitors inside the building.
- **NHTI Facebook page:** Emergency Notifications may be posted to this sight to warn of Emergency Situations on Campus
- **NHTI Website at https://www.nhti.edu/.** The website is hosted on a system of redundant servers. Updates to webpage information can be provided from multiple locations.
- **NHTI Electronic Sign (College Drive/Institute Drive Intersection):** Emergency Notifications may be posted to this sign to warn of Emergency Situations on Campus.

B. Employee/Student Communication

In a confirmed emergency or dangerous situation that potentially poses a threat to life safety and health, NHTI will issue an emergency notification to staff, faculty and students as is feasible under the circumstances, according to procedures outlined in Annex D: Crisis Communications Plan and Notification Procedures. NHTI uses a broadcast text, voicemail, and email emergency notification system that is housed off-site and can be activated online. The CCSNH/NHTI use the RAVE system for emergency notification. This is an opt-in platform and should be communicated to all faculty, staff and students it is a primary means of communication from the school to them for emergencies.

The Public Information Office and Campus Safety have access to the emergency notification system and will activate it in an emergency or continuity incident. Emergency notifications will follow policies set forth by the Higher Education Opportunity Act of 2008, which includes the parameters of the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act).

C. Public Communication

In an emergency, NHTI will endeavor to keep students, employees, the Chancellors Office, CCSNH colleges, and other pertinent stakeholders informed by issuing regular public information messages through various means, including local media outlets. Public information and outreach activities undertaken in an emergency are detailed in Annex D: Crisis Communications Plan and Notification Procedures.

The NHTI Public Relations Officer and CCSNH Chancellors Communications Department serve as the lead for coordinating public information during an emergency, and will provide a representative to serve as the Public Information Officer (PIO) in the NHTI EOC during an emergency or continuity incident, if activated. Additionally, public communications will be coordinated with external agencies in an interagency/multiagency response effort.

VI. Finance and Administration

A. Finance

The Finance and Administration Section of the NHTI EOC will be responsible for accounting for expenditures made during any activation, whether for an emergency and/or a continuity incident. NHTI's Business Operations Officer is ultimately responsible for aggregating the overall costs incurred during an emergency that requires a substantial NHTI response effort. This financial information will be made available to support reimbursement efforts, disbursement efforts, general accounting, and insurance claims and will inform future emergency budgeting. These records will also be maintained to ensure availability for accounting and auditing for any fund received by the Federal Emergency Management Agency (FEMA).

B. Administration

In order to create a record of emergency response activities to improve procedures and develop mitigation strategies, **the CIRT will specifically designate a position to document the actions taken during the response to and recovery from an emergency**, as well as throughout continuity of operations. Documentation should include the collection of incident action plans and the recording of internal and external entities involved, resources expended, financial means utilized for emergency response and recovery, situational status reports, continuity action plans, etc. This information, when combined with the post-incident assessment/after action report, will form the official incident record.

Insurance Coverage. CCSNH Risk Management is responsible for insurance coverage of NHTI. Insurance considerations may influence disaster prevention, protection, mitigation, response, and recovery efforts, and should be included in documentation for the emergency.

VII. Logistics

The Logistics Section in the NHTI EOC will obtain, manage, distribute, and demobilize resources as appropriate to the response and as needed to complete essential functions (in coordination with NHTI EOC Incident Command Staff and other EOC sections as appropriate).

Supplies and equipment will be provided from current inventories, mutual aid requests, commercial sources, or other appropriate sources. Outside resources will be obtained through normal NHTI procurement procedures when possible. All resources used for emergency response and continuity efforts will be tracked and documented according to documentation procedures established by the CIRT/EOC and outlined in CIRT/EOC position checklists.

VIII. Emergency Management Plan Development and Maintenance

A. Plan Development

Development of this Emergency Management Plan, Functional Annexes, Protocol Annexes and Continuity of Operations Plans (COOP) was a participatory process, with involvement obtained from stakeholders across NHTI and the CCSNH. The NHTI President facilitated the Emergency Management Plan development process, in coordination with the CIRT/EOC Incident Commander. Individuals and departments provided input into the plan and were asked to review areas of the document where they had identified roles and responsibilities. This Emergency Management Plan, Functional Annexes, Protocol Annexes and COOPs incorporate information from previous versions of the plan and supersedes those documents.

System-wide Risk Management supports the development and maintenance of this Emergency Management Plan, Functional Annexes and Protocol Annexes to ensure it contains current information regarding essential functions, critical systems, equipment, and vital records. The plan is kept current with alternate operating facilities, continuity communications, succession, and delegation.

The Emergency Management Plan adheres to federal standards, including NIMS/ICS and contributes to NHTI's commitment to remaining NIMS and ICS compliant. This plan also conforms to emergency management and continuity of operations best practices, references, and standards as appropriate (as described in Section IX. Authorities and References).

B. Plan Maintenance

The Director of Campus Safety will conduct annual training and/or exercises covering roles and responsibilities detailed in this Emergency Management Plan and associated Annexes. The process will be part of a multi-year training and exercise approach and consistent with the **Homeland Security Exercise and Evaluation Program;** https://www.fema.gov/media-library-data/20130726-1914-25045-8890/hseep_apr13_.pdf . Exercise records will be maintained by the Director of Campus Safety and the Campus Safety Department.

The Emergency Management Plan is designed to be continually adapted and revised as needed to reflect current NHTI operations, structure and threat/hazard assessments. Following any exercises or implementations of the Emergency Management Plan, after-action reports, improvement plans, and/or corrective action plans will be developed, as applicable, to indicate changes and enhancements necessary to improve the plan. Additionally, departments with responsibilities assigned in the Emergency Management Plan should regularly review the plan along with associated annexes and submit changes on respective portions as needed. The Director of Campus Safety and

Campus Safety staff will work with appropriate stakeholders to incorporate modifications into the Emergency Management Plan. Alterations to the document will be noted on the Record of Changes.

The Director of Campus Safety and Campus Safety staff is authorized to make minor edits to the document as needed and will review the Emergency Management Plan, Functional Annexes, Protocol Annexes and COOPs at least annually. Generally, major updates to the plan will occur on an approximate five-year timeframe resulting in a newly revised document that will be provided to the Policy Group for approval.

C. Plan Distribution

The current version of the plan and associated annexes will be maintained by the Campus Safety Department and posted in a restricted designated folder on the NHTI Campus Safety page on Canvas, so that employees assigned Emergency Management Responsibilities can access and review the Plan. NHTI's departments should reference the intranet at http://canvas.ccsnh.edu for the latest version, referencing the Record of Changes page. Critical CIRT and EOC Team Leaders will be provided binders with hardcopies of all Emergency Plans, Annexes and COOP's. When a revision is initially approved by the Policy Group notification will be sent to all designated CIRT/EOC staff members.

D. Training and Exercises

NHTI will conduct training and tabletop exercises to include the Policy Group, Critical Incident Response Team (CIRT) members, Emergency Operations Center Staff, other administrators, departments and external partners, as needed, to exercise and validate the Emergency Operations Plan and related plans (Crisis Communications Plan, etc.). All exercises will include after action reports to document lessons learned.

NHTI may also conduct additional exercises, to include drills, functional exercises, and full-scale exercises, as deemed necessary and consistent with a **Homeland Security Exercise and Evaluation Program Multi-Year Training and Exercise Plan**. The Multi-Year Training and Exercise Plan should also include regularly scheduled drills, such as basic building evacuations, emergency notification tests, and shelter-in-place drills, which are conducted at least annually and as needed.

NHTI may also participate in any exercises conducted by external partners, such as the State of New Hampshire, Merrimack County and/or the City of Concord, to include community-wide drills and exercises. NHTI will also invite external partners to NHTI-specific drills and exercises for participation, observation, or evaluation.

Individual departments and other NHTI entities tasked with responsibilities under this Emergency Management Plan are responsible for training pertinent personnel and maintaining appropriate preparedness to adequately respond during an emergency.

The Director of Campus Safety and Campus Safety staff will track the implementation of any changes in procedures, resources, training, etc., as documented in the resulting improvement plans and after-action reports developed after these drills and exercises. The Director of Campus Safety and Campus Safety staff will also keep all records of emergency management training taken by NHTI personnel.

IX. Testing Equipment

Testing of equipment and systems should be an ongoing effort and ideally the equipment being used during an emergency will be the same as what is used on a daily basis. For equipment that is not used on a daily basis (i.e. megaphone) it will be tested on a periodic basis (i.e. monthly). This includes a test of vital records backup procedures, continuity communications protocols, and employee alert and notification systems. Such testing procedures can take place consecutively with NHTI facility safety testing schedules.

Equipment at pre-identified alternate sites will likewise need to be tested, which can be completed by NHTI Campus Safety staff, or by the personnel already assigned to the CIRT/EOC working in storage location areas. Systems and equipment testing schedules will be outlined in a multi-year training and exercise plan.

X. Authorities and References

A. Authorities

Primary authority for this Emergency Management Plan, Functional Annexes, Protocol Annexes and COOPs are derived from approval of the document by the NHTI President and the CCSNH Chancellor.

This Emergency Management Plan, Functional Annexes, Protocol Annexes and COOPs use the foundation provided by the Homeland Security Presidential Directive (HSPD)-5, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to describe a comprehensive, all-hazards approach to emergency management at the NHTI. This Emergency Management Plan also adheres to Public Law 106-390, the Disaster Mitigation Act of 2000, 42 U.S.C. 5121 et seq., and Homeland Security Presidential Policy Directive (HSPD)-8: National Preparedness.

This Emergency Management Plan, Functional and Protocol Annexes also adheres to the National Preparedness Goal, which emphasizes preparedness as an overarching mission that guides the entire emergency management program by identifying the five mission areas: prevention, protection, mitigation, response, and recovery. Which are described on pages 12-13 of this plan.

NHTI also considers and complies with additional federal legislation that applies to higher education institutions, including the following:

- Higher Education Opportunity Act of 2008 (includes requirements covered by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act [Clery Act])
- Family Education Rights and Privacy Act (FERPA)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)

NHTI complies with the Americans with Disabilities Act (ADA), as described in Section II – Concept of Operations and Annex G: Evacuation, Deny Entry or Closing (Lockdown) and Shelter-In-Place Procedures

Additional authority is contained in the following New Hampshire legislation:

- RSA chapter 188-F
- TITLE I: THE STATE AND ITS GOVERNMENT: CHAPTER 21-P: DEPARTMENT OF SAFETY NH Homeland Security and Emergency Management (HSEM)

This Emergency Management Plan, Functional and Protocol Annexes can be used in conjunction with other emergency operation plans including local, regional, and state plans and complies with county and state authorities pertaining to emergency management, operations, and response.

B. References

NHTI created this Emergency Management Plan, Functional and Protocol Annexes as a commitment to maintain a safe, secure, and disaster resistant and resilient Institution of Higher Education (IHE). In using this document, NHTI employed emergency planning guidance, best practices, and regulations at the local, state, and federal levels as well as higher education-specific sources. The following documents and sources were referenced during the planning process:

1. Local
   - City of Concord Emergency Operations Plan - NIMS
   - City of Concord Natural Hazards Mitigation Plan - FEMA
   - City of Concord Multi-Hazard Mitigation Plan - FEMA
   - County of Merrimack Emergency Response Plan - NIMS
2. State
   - New Hampshire Emergency Operations Plan – HSEM
3. Federal
   - Federal Emergency Management Agency (FEMA) Developing and Maintain Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101 Version 2 .0 November 2010
   - National Incident Management System (NIMS), U.S. Department of Homeland Security
   - Continuity Guidance Circular (CGC), Federal Emergency Management Agency, February 2018
   - FEMA's National Response Framework, Third Edition, 2016
   - NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs, 2016 Edition
   - Federal Emergency Management Agency (FEMA) Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide: Comprehensive Preparedness Guide (CPG) 201. 3rd Edition, May 2018.
4. Higher Education
   - FEMA's Guide for Developing High-Quality Emergency Operations Plan for Institutions of Higher Education (U.S. Department of Education, U.S. Department of Health and Human Services, U.S. Department of Homeland Security, U.S. Department of Justice, Federal Bureau of Investigation, Federal Emergency Management Agency), June 2013.
   - FEMA 443 Building a Disaster-Resistant University., August 2003.

Section 3 - Continuity of Operations Plan (COOP)

This EMP covers emergency management actions as well as continuity actions taken in an emergency. Most emergencies will necessitate that NHTI perform both emergency management and continuity actions, all of which will be coordinated through the NHTI CIRT/EOC. Incidents requiring continuity are those that cause significant business disruptions that impact the NHTI's facility, grounds, staff and faculty members, students, guests, IT infrastructure and services. This Emergency Management Plan covers both emergency operations and continuity operations as integrated activities.

This section of the Emergency Management Plan establishes the basis by which NHTI will prepare, organize and respond to a business disruption/continuity incident. It includes all essential elements for:

- Performing mission essential functions.
- Operating from an alternate facility or using telecommuting strategies
- Activating personnel with requisite authority and knowledge to perform essential functions

I. Continuity Threat Assessment

The three primary disaster scenarios that could necessitate continuity actions include:

A. Information Technology Interruption

NHTI depends heavily upon its own and the CCSNH IT Services (ITS) departments and units in the provision of its essential functions. Information Technology Services (ITS) has its own disaster recovery plan to support its operational resilience that outlines the essential functions that guide the restoration priorities for the IT systems (See the CCSNH ITS Department COOP Plan). The CCSNH ITS Department COOP Plan also provides staff with strategies to support completion of functions during IT outages.

B. Localized Disruption and Building Loss

NHTI could lose access to or use of a building(s) or its entire facility, such as in the event of a building fire, localized loss of power, or road/bridge/infrastructure outage in the Concord area. In this situation, there would not be a significant loss of staff availability, but staff would not have access to facility space, equipment, paper records, or computers located in the office building(s). In such a situation, this EMP and individual Department COOP Plans provide strategies to maintain essential functions and procedures for assigning essential functions to alternate facilities within or near Concord, and/or to staff members working under telecommuting conditions.

C. Regional Disaster

The State of New Hampshire, cities, counties and towns are primarily subject to heavy wind, rain, and snowstorms, blizzards, hurricanes and floods as a result of weather-based extremes. A regional disaster could cause a massive staff shortage, whether by natural disaster or public health emergency. This EMP provides for out-of-region strategies that rely heavily on the support of other CCSNH colleges and alternate facilities to complete essential functions. The availability of CCSNH colleges and CCSNH professionals throughout the state greatly supports continuity planning and implementation for NHTI's, as well as the CCSNH's Chancellors Office.

In the event of a nuclear power plant breach, other natural disaster, or a state of emergency declared by the President, NHTI will endeavor to take necessary health and safety measures as required to protect NHTI's employees, student and guests. As appropriate, NHTI and the CCSNH Chancellors Office will work with designated bargaining unit representatives to review any measures taken in preparation for and during a nuclear power plant breach, other natural disaster, or a state of emergency.

When implemented, this EMP and the individual Department COOP plans provide for the continued performance of the college's critical operations and essential functions under all circumstances and for all hazards.

II. Essential COOP Components

A. Essential Functions

Continuity strategies have been developed to support the completion of essential functions that must be maintained with limited or no disruption in the event of an emergency. These include activities that enable NHTI to:

- Maintain the safety and well-being of NHTI employees, students and visitors
- Provide vital services to NHTI community
- Sustain academic services and the economic base in an emergency as required of a public higher education entity of the State of New Hampshire

The restoration of NHTI's essential functions is categorized by priority levels using time periods as follows:

Essential Functions Prioritization		
Category	**Level**	**Time Allowed**
Emergency response	A	0-4 hours
High impact to health and safety	B	4-24 hours
High Impact to Programs and Operations	C	24-72 hours
Moderate Impact to Health, Safety, or Operations	D	72 hours – 30 days
Low Impact, Easily Deferrable	E	30+ days

All essential functions listed in this Plan were developed by NHTI staff members and CCSNH System-wide Risk Management. Detailed information on the essential functions and the resources needed for implementation are found in the individual department COOP Plans.

B. Succession of Leadership and Delegations of Authority

Delegations of Authority details for each department are also identified in the Department COOP Plans. Delegated authority provides successors with information regarding the extent of their authority. As such, written succession and delegation of authority are important vital records.

C. Alternate Facilities

For continuity of operations requiring relocation, the Logistics Section in the EOC will lead the efforts to identify and prepare alternate facilities. Alternate meeting spaces for essential personnel are to be established as follows:

******Below is a list of Proposed Locations MOU's need to be established. These locations are not currently establishe**d***

1. **Manchester Community College (MCC).** NHTI has coordinated with MCC to utilize available space in an emergency that affects NHTI's campus. Use of the MCC is appropriate as long as MCC has not also been severely impacted by the emergency and is otherwise able to host the NHTI.

2. **Lakes Region Community College (LRCC).** Use of the LRCC has the advantage of being out of the region; and most likely not affected by an emergency that affects NHTI. This option is valid for emergencies that will cause NHTI personnel to work from an alternate location for an extended period of time. LRCC can offer an abundance of land space, but may not be able to offer office space, and LRCC may therefore have to procure temporary structures for office space if using LRCC as an alternate work location.

D. Vital Records and Databases

NHTI maintains storage of critical documents and vital records on its servers. With a few exceptions, there are few vital records that are hard copy only. All computers (laptop or desktop) that are saving files to servers are automatically backed up on the servers daily as a way to maintain vital records. ITS maintains offsite redundant copies of these files. This process is recorded in the ITS Business Continuity Plan. Specific vital records and databases for each department are recorded in the Department COOP Plans.

E. Devolution

Devolution is the capability to transfer authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period, when the primary facility is not serviceable.

If NHTI is so severely impacted by a major disaster that devolution is necessary, then authority and responsibility can be transferred to other employees and facilities able to sustain operations. NHTI's President and CCSNH's Chancellor will establish an alternate site for operations at one of the CCSNH colleges, as available and approved by the Board of Trustees.

Essential personnel will implement essential functions from this devolution site, in combination with having staff members work at various other CCSNH colleges, leased space and telecommuting work locations.

Should NHTI's services be impacted and unavailable, State of New Hampshire law enforcement personnel will provide public safety support from their current facility or from a command post near NHTI.

Personnel assigned to the devolution site will form an emergency organization similar to the EOC organization described in this plan, and will use the prioritization order of essential functions to guide their continuity activities.

F. Reconstitution

Reconstitution is the process of returning the NHTI to normal operations following devolution. It begins when the President and the Policy Group determines the emergency has ended, and the original (or new) facility is ready to be occupied. The team will develop a case-specific relocation plan and the Board of Trustees will reconstitute the authorities of the executives.

Key elements to consider in the reconstitution phase are:

- Designating a reconstitution team to manage the steps to reconstitution
- Effectively communicating the incident-specific reconstitution plan to staff members, CCSNH Chancellors Office, and the public
- Capital Planning, Facilities, ITS, Business & Finance, Student Affairs, Academic Affairs, Risk Management, and other services confirming readiness of services as they come back online.
- Human Resources recalling personnel to support the implementation of priority essential functions that will be brought back online at the new site
- Cleaning up, resupplying, and deactivating the devolution site

The CIRT/EOC Team will remain activated throughout the process, as necessary.

III. COOP Implementation and Coordination

A. Implementation of Continuity Procedures

The Policy Group and the Critical Incident Response Team (CIRT) will devise an incident-specific plan as to how business functions will continue given the specifics and magnitude of the emergency. This incident-specific action plan must be built with input from all key representatives from the CIRT/EOC and Policy Group. This plan should focus on the restoration of business services based on essential functions outlined in the Department COOP Plans.

Essential Function Prioritization

- All **Level A** priority functions should be put into place immediately upon notification of the emergency and activation of the EOC
- While **Level A** essential functions are being supported, the CIRT/EOC staff will establish the process to implement **Level B** functions. This may include developing any specific relocation strategies, moving vital records, establishing IT service workarounds, rescheduling personnel, etc.
- **Level C** functions must be considered promptly; while they can wait a few days to a week, many need multiple days of resource coordination before they can be implemented
- **Level D and E** functions are automatically delayed until after **Level A, B, and C** functions are completed

Essential Functions Prioritization		
Category	**Level**	**Time Allowed**
Emergency response	A	0-4 hours
High impact to health and safety	B	4-24 hours
High Impact to Programs and Operations	C	24-72 hours
Moderate Impact to Health, Safety, or Operations	D	72 hours – 30 days
Low Impact, Easily Deferrable	E	30+ days

The key to the CIRT/EOC team's success in managing the continuity of NHTI's business functions is to have written and frequent situation status updates, an understanding of responsibilities for the various implementation processes, and clarity on the final objectives for each day. The Policy Group and CIRT Incident Commander should provide the direction to all team members, even if it is to stand-down or remain on standby.

B. Workaround Procedures

In some cases, essential functions cannot be completed within the designated recovery time objective. In these cases, there are often "workaround procedures" that allow the function to be completed in an alternate fashion that, while not perfect, will reduce the negative consequences of forgoing the function altogether. When workaround procedures are employed, there is typically a need to reconcile the effort later.

Workaround procedures for the NHTI's Divisions (Business Operations, Academic Affairs, Student Affairs, etc.) are provided as part of their Department COOP Plans.

C. Loss of Staff

NHTI and the Chancellor's Office personnel could be impacted by a public health emergency or other situation that causes a staff shortage. In such a case, the CIRT/EOC will activate to develop strategies to complete essential functions, especially in light of potential long-term impacts from staff reductions. The priority will be put on ensuring successions and delegations of authorities are in place so that critical positions remain in place to implement essential functions, make key decisions, sign documents (e.g. checks and contracts), and complete the business of NHTI.

If the staff loss is due a public health emergency, the CIRT/EOC should remain cognizant of the following issues and the suggested mitigation steps:

- Ensure succession plans are in place. NHTI executives and senior managers may become ill, leaving a leadership gap.
- Ensure staff members focus on priority functions only. Employees may have to take on additional work as their coworkers become ill or remain home to take care of sick relatives.
- Prepare long-term equipment needs plans. It may take longer to obtain office supplies and services as vendor personnel become ill or travel restrictions are put in place.

To reduce the impact of a disease outbreak, the CIRT/EOC, and as advised by the Policy Group (NHTI President and Staff or CCSNH), may choose to enact social distancing measures that include:

- Telecommuting work.
- Change of work schedules
- Working at multiple facilities to reduce the number of personnel at any one facility
- Alternate work locations

Local infrastructure is typically impacted during a public health emergency as well, as staff shortages make management, maintenance, and oversight of power, water, and wastewater systems more

tenuous and difficult. The accessibility of the NHTI's campus, therefore, may also be limited during a public health emergency.

D. Loss of Facility

NHTI's campus may be lost due to a building-specific incident (e.g., fire), a localized incident (e.g., power outage or other supporting infrastructure outage), or a regional disaster (i.e., ice storm). In all cases, the focus must remain on the continuation of essential functions according to their priorities. The CIRT will activate to support relocation efforts and/or telecommuting work implementation strategies. Ideally, the CIRT will work at an alternate facility, but may need to communicate virtually if the disaster situation requires it.