UMBC Emergency Operations Plan

UMBC
An Honors University

Emergency Operations Plan

Revision date: March, 2019
This document is structured to follow the mandates of:

- VI–13.00 -- POLICY ON CAMPUS EMERGENCY PLANNING, PREPAREDNESS, AND RESPONSE (Approved by the Board of Regents, September 5, 2008; Amended April 21, 2017)

**Plan Conflicts**
This Emergency Operations Plan (EOP) supersedes all previously developed administrative policies and procedures that address campus emergency operations. Conflicts with existing plans, including university SOPs and similar directives shall be reconciled with this Plan, or shall be immediately brought first to the attention of the Incident Commander, and then to the Planning Section Chief as soon as possible for resolution.

**Plan Authority and Date of Effect**
As the President of this University, I direct that this Plan shall be in full force and effect as of below 12:01 A.M. on ________, as evidenced by the signatures as affixed.

<table>
<thead>
<tr>
<th>Position</th>
<th>Signature</th>
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<tbody>
<tr>
<td>University President</td>
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<td>04/05/19</td>
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<td>Vice-President, Administration &amp; Finance</td>
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<td>Vice President- Student Affairs</td>
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<td>04/05/19</td>
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<tr>
<td>Chief of UMBC Police</td>
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<td>04/05/2019</td>
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Section I Administration

A. PREAMBLE AND PURPOSE

1. UMBC is a learning and living environment made up of faculty, staff, and residential and commuter students brought together for study and work in a physical setting designed to fulfill the institution’s mission.

2. Part of accomplishing the University’s mission requires a healthy and safe environment for members and visitors to the University. However, it is recognized that critical incidents can and do occur with varying degrees of disruption and trauma effecting the community. To ensure UMBC is prepared to address the dynamics of these critical incidents, the University President has established a standing Emergency Preparedness Committee and charged them with developing an Emergency Operations Plan.

3. The purpose of developing this Emergency Operations Plan is to define and describe actions to be taken by the UMBC community to effectively: prepare for, respond to, mitigate and recover from various critical incidents, major events, emergencies, or disasters that may affect lives, property, and the institution of UMBC.

4. The Emergency Operations Plan draws upon the nationally recognized standards of the National Incident Management System (NIMS) and the Incident Command System (ICS) developed by the Department of Homeland Security / Federal Emergency Management Agency. In particular, this plan follows the guidance found in the FEMA document: “Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education.” The National Incident Management System provides a consistent nationwide template to enable Federal, State and local governments, private sector and non-governmental organizations to work together. The Incident Command System uses an integrated, all hazards approach to ensure applicability and adaptability to all critical incidents. This inclusive, systematic approach uses common terminology, modular organization, integrated communications, and unified command structure, consolidated action plans, manageable span of control, designated incident facilities, and comprehensive resource management. This system lends consistency, efficiency, and
effectiveness to the way individuals and departments function during critical incidents regardless of the nature of the incident.

5. The Emergency Operations Plan developed by the Emergency Preparedness Committee is authorized and promulgated by the University President.

B. Leadership

1. Responsibility: The president of UMBC must designate an individual who oversees campus emergency planning, prevention, preparedness, response, recovery, continuity of operations, and safety and security.

2. Composition: Crisis Management Executive Team (CMET):

3. Purpose of this group: The senior leadership of UMBC institution must meet as needed to review the program and incidents, develop strategy, prioritize actions, and provide policy and administrative guidance.

4. Duties of this group: The Chair-person of the Committee is responsible for holding biannual meetings; and conducting the below tasks:
Select

- The chairperson, and
- The composition of the Emergency Preparedness Committee.

Review


Document

- Date/time of the meeting;
- Members who attended the meeting;
- Issues addressed at the meeting;
- What was decided/actions taken.
C. **Emergency Preparedness Committee (EPC)**

1. **Composition**: The following UMBC members will be on the Emergency Preparedness Committee:

2. **Duties of the Emergency Preparedness Committee**:
   
   1. **Assign a plan writer**: One person has to convert the decisions of the Committee to a written plan.
   
   2. **Prepare the written Emergency Operations Plan.** The plan will consider:
      
      - all settings and times;
      - the individual preparedness of students, faculty, and staff;
      - the requirements of all applicable laws;
      - establishing clear lines of authority for overseeing and managing emergency incidents and response;
      - Addresses language access (LEP);
      - Local, state, and federal emergency planning;
      - the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS);
      - Must be a collaborative and inclusive process;
UMBC Emergency Operations Plan

- Include current contact information.

3. **Review the Emergency Operations Plan**: the committee should meet regularly to support emergency planning.

4. **Annual review and update**: The plan should be updated annually by the Emergency Preparedness Committee and approved by the Crisis Management Executive Team (CMET).

5. **Prepares an Annual Risk Assessment Report**: this report requires the UMBC Hazard and Vulnerability Risk Assessment, which provides the basis for an annual review of institutional threats, hazards, and vulnerabilities; which reviews:
   - natural disasters;
   - hazardous materials;
   - terrorism;
   - violent crime; and
   - pandemic diseases.

   Additionally it identifies the top hazards faced by the campus; and those factors that may result in a loss of life and/or property.

6. **Develop mitigation plans**: Using the Risk Assessment Report, the Emergency Preparedness Committee creates a mitigation plan to identify the top threats and hazards, mitigation actions (both short-term and long-term actions). In the Annual Risk Assessment report to the CMET, the mitigation plan is found in the Recommendation Section of the Report.

7. **Create a Continuity of Operations Plan (COOP)** for the continuation of mission essential functions in the case of an incident with a long-range impact on the campus, including:
   1. Business operations;
   2. Academic;
   3. Research programs;
   4. Information technology (IT) services; and
   5. Communications.

8. **Training & Exercises**: (1) Provides regular training for the campus community (including key emergency response staff, staff, faculty, and students) on emergency preparedness, behavioral assessment, and response plans.
(2) Conduct regular exercises of the Emergency Response Plan.
(3) Exercises should include a variety of tabletop exercises, drill, and full-scale exercises.
(4) Exercises should be based on top hazards faced by UMBC and given priority.
(5) Conduct evaluation of the emergency response plan exercises.

9. **Maintain the Emergency Operations Center (EOC):**
   (1) **Function:** to collect and analyze data, coordinate resources, and to have situational awareness for specified emergencies and incidents.
   (2) **Staffing:** EOC staff should be properly trained in EOC operations and have the authority to carry out actions.
   (3) **Equipment:** The EOC should be equipped with the resources, technology, network, and communications, i.e. internet, radios, and landline phones.

10. **Determine the Recovery process** - a plan that addresses building capacity, economic function, and infrastructure necessary to restoring the UMBC’s mission.

11. **Accountability:** In order to demonstrate commitment to the plan and compliance with the directives of the plan: EPC meetings must be documented in meeting notes; detailing:
   - Date/time of the meeting;
   - Members who attended the meeting;
   - Issues addressed at the meeting; and
   - What was decided/actions taken.

12. **Coordination with external agencies:** Coordinate with local, state, and federal government and agencies in creating and implementing the emergency operations plan. This includes:

    ![Emergency Operations Plan Diagram]

    Establish and maintain current cooperative relationships, which may include memorandum of understanding (MOUs), mutual aid agreements (MAAs), and other agreements with other USM institutions and external organizations.
13. Communications -
   - Examine existing systems for mass communications in an emergency and their efficiency in an emergency;
   - Obtain and maintain external communications systems for the public for warnings and notifications;
   - Ensure there are redundant and varied communication systems for warnings and notifications that can operate effectively before, during and after an incident;
   - Have a comprehensive communication plan that will advise the campus community of (a) the threat or incident and (b) the necessary protective actions; and
   - Have a comprehensive communications plan for the campus, surrounding communities, and media in the case of an emergency incident.

14. Seek input from the community: Advise, involve, and solicit feedback from students on issues of campus safety and security and emergency preparedness.

15. Maintain accreditation: The campus emergency management program should be established based on standards and guidelines that are set by FEMA, CALEA, IACLEA, EMAP, and other professional emergency management organizations.

16. Records maintenance: to maintain records:
   - Approval and Implementation of the Emergency Operations Plan;
   - Record of Changes and when;
   - Record of Distribution of when and how distributed;
   - Annual Risk Assessment reports with the Hazards and Vulnerabilities tables/calculations;
   - Meeting notes; and
   - The updated campus emergency operations plan; and
   - In accordance with USM Policy VI-13.00 and be available for review by USM or USM Internal Auditors.

17. Training for the EPC and CMET:
   - The Committee will seek training and presentations for members of the committee in their roles.
   - The EPC will conduct periodic awareness presentations for the CMET.
D. Organizational Role- Each organizational entity, having a role in this plan or its elements will develop procedures that achieve the goal of accomplishing assigned tasks or functions that may be required during a critical incident or planned event.

Objectives - The management of critical incident operations requires planning for and responding to the involved events:

1. Protection of life is the primary objective during critical incidents;

2. Incident Stabilization – minimizing to the extent possible the duration and severity of trauma to the University community;

3. Property Preservation – minimizing the physical impact to campus facilities and the preservation of property; including: physical, intellectual and research properties;

4. Managing and coordinating overall University crisis operations, to include implementation and compliance of the National Incident Management System (NIMS) & Incident Command System (ICS) protocols for critical incident management;

5. Preparing and disseminating public information;

6. Requesting and allocating resources and other support;

7. Maintaining institutional image and integrity; and

8. Re-establishing normal University operations.
E. Situational Profile Of UMBC:

1. UMBC is centrally located in Catonsville, Maryland; approximately 10 minutes (8.3 miles) from downtown Baltimore City. There are 57 structures on campus, including academic or support buildings, residence & dining facilities; parking garages and athletic facilities.

2. UMBC has the fourth highest enrollment of the University System of Maryland, specializing in natural sciences and engineering, as well as programs in the liberal arts and social sciences. With a fall 2018 enrollment of 13,662 students; it has 48 undergraduate majors, over 60 graduate programs (36 master, 24 doctoral, and 17 graduate certificate programs) and it has the first University Research Park in Maryland. UMBC has been named the #1 Up-and-Coming University for six years in a row, since 2009, by *US News & World Report*. In addition, *US News & World Report* has placed UMBC in the top ten for best undergraduate teaching six years in a row, being placed at #5, the second highest-ranked public university. It has a faculty of 410 Tenured Faculty, 620 Part-time faculty, and a staff of 1,288. The total population of people at UMBC is almost 16,000 people.

3. The University is a corporate entity with a vested interest in maintaining the health, safety, and well-being of its students, staff, faculty, and visitors. Concomitantly, the University must preserve and enhance the University’s image and that of the University System of Maryland.

4. Transportation routes that feed the University’s facilities and campus roadways are the major Baltimore County Roads of Wilkens Avenue., Maryland Route 166, Rolling Road, and I-95 and I-195. We have both UMBC busses and Maryland Transit Administration bus routes on campus, and we are 6 miles from BWI Airport.
F. Concept of Operations

1. This Emergency Operations Plan is based on the National Incident Management System (NIMS) in which the Incident Command System (ICS) provides an organizational structure capable of responding to various levels and types of critical incidents and emergencies ranging in complexity. It also provides the flexibility needed to respond to incidents as they escalate in severity. The purpose of the Incident Command System is to:
   - Provide an organizational structure that can grow rapidly in response to the requirements of critical incidents or emergencies;
   - Provide University management with the control necessary to direct and coordinate all operations and all departments responding to critical incidents or planned events;
   - Assign employees with reasonable expertise and training to critical functions without loss of precious time;
   - Allow the activation of only those positions needed to manage particular incidents or levels of emergencies;
   - Manage both University resources and those of outside organizations;
   - Promote proper span of control and unity of command; and
   - Record and document all incident events.

2. Concepts presented in this Emergency Operations Plan considers the full spectrum of responses, from minor incidents to a total involvement from destructive impacts. Some incidents or events will be planned or preceded by buildup periods that, if recognized and analyzed effectively, can provide advance preparation or warning to individuals on campus who might be affected. Other emergencies occur with little or no advance warning, requiring mobilization and commitment of campus resources just prior to or after the onset of the emergency. All available elements of the Emergency Operations Plan organization must respond promptly and effectively to any foreseeable emergency.


4. The Public Safety Article (PS), Title 14, Emergency Management, Annotated Code of Maryland has been enacted to ensure that the state will be adequately prepared to deal with emergencies and disasters which are beyond the capabilities of local authorities, and generally to provide for the common defense and to protect the public peace, health, and safety, and to preserve the lives and property of the people of the State of Maryland. This article is supplemented by emergency plans developed at the county level.

6. If the capabilities of the University are exceeded, UMBC will request assistance from Baltimore County or the State of Maryland or Federal agencies as appropriate and consistent with established protocols, Mutual Aid agreements or Memorandum of Understanding (MOU) that UMBC has established with any other entity.

7. All personnel involved in crisis response and recovery activities will use a continuously implemented process consisting of principles that include, but are not limited to:

   1. Utilizing NIMS and ICS protocols;
   2. Acquiring accurate information;
   3. Determining and reviewing options;
   4. Making decisions and formulating action plans;
   5. Coordinating and implementing decisions and action plans;
   6. Monitoring results; and
   7. Assessing results and making any necessary or prudent adjustments to decisions.

8. Mitigation activities are any actions taken to prevent or reduce the occurrence of any crisis or risk to life and property. Examples of mitigation efforts include, but are not limited to:

   1. Building codes and design standards;
   2. Community education and training;
   3. Procurement and integration of equipment;
   4. Identifying resources; and
   5. Continuity of Operation Planning (COOP)

9. Preparedness activities are actions taken prior to crises that facilitate the implementation of coordinated responses. Examples of preparedness efforts include, but are not limited to:

   1. Testing and maintaining equipment and supplies;
   2. Establishing, equipping and maintaining the capabilities for an Incident Command Post and an Emergency Operations Center;
   3. Developing emergency plans and procedures;
4. Participating in training drills and exercises in compliance with the Homeland Security Exercise and Evaluation Program (HSEEP);
5. Coordinating emergency communications systems;
6. Identifying hazards; and
7. Developing and maintaining Continuity of Operations Plans (COOP) for all departments.

10. Response activities are actions taken immediately during or directly after crises to save or protect lives, minimize damage to property, and increase the effectiveness of recovery efforts. Examples of departments responsible for primary response activities include, but are not limited to:

1. Fire and Emergency Medical Services;
2. Police services;
3. Facilities Management;
4. Psychological and medical services;
5. Environmental Safety and Health; and
6. Reunification and Family Assistance Center(s) activation.

11. Recovery actions involve restoring systems and operations to normal. Short-term recovery actions are taken to assess damage and re-establish vital life-support systems; long-term recovery actions may continue for months or years. Examples of recovery actions include, but are not limited to:

1. Maintaining civil order;
2. Assessing damage;
3. Clearing debris;
4. Decontamination;
5. Counseling and mental health services;
6. Health and medical services;
7. Temporary housing;
8. Reconstruction and renovation;
9. Mitigation efforts; and
10. Reunification and Family Assistance Center(s) activation.
### G. Crisis Classifications

#### Type 1 Incident - Disasters

**A** Disasters include on-or near-campus occurrences such as weather events, explosion, fire, civil disturbance, act of terrorism, chemical or nuclear release, etc. that require mobilization of Baltimore County governmental assistance.

**B** Those occurrences that effect the State of Maryland; such as: a hurricanes, tornados, storms, floods, high water, wind-driven water, tidal waves, earthquakes, landslides, mudslides, snowstorms, drought, fires, explosions, acts of terrorism, pandemic outbreak or other catastrophe requiring the Governor declare a state of emergency.

**C** These are the most complex type of incident, potentially requiring federal assistance.

#### Type 2 Incident Major Critical Incidents / Campus-wide Emergencies

1. Hurricanes or other extremely severe weather incidents;
2. Power plant failures or extended compromise of utility systems;
3. Fires, explosions, or HAZMAT incidents;
4. Civil disorder or riots;
5. Clear and eminent danger from acts of terrorism; or
6. Active Shooter, hostage / barricade.

An Incident Command Post and Emergency Operations Center will be activated. Departmental response protocols will be activated as necessary.

This type of incident typically extends beyond the capabilities for local control and is expected to go into multiple operational periods.

#### Type 3 Incidents - Intermediate Critical Incidents

1. On-campus death or near death resulting from criminal, traumatic, pathogenic, suicidal, or unexplained activities;
2. Life threatening or multiple victims of illnesses or injuries;
3. Multiple felonious crimes against persons; or
4. Localized acts of civil disobedience such as building occupations or sit-ins involving groups or organizations.

Intermediate Critical Incidents may require the activation of an Incident Command Post, the Emergency Operations Center and the CMET.

#### Type 4 Incidents - Minor Incidents

1. Minor HAZMAT incidents or spills;
2. Loss of utility services to a single building for several hours;
3. Fires contained to single rooms or contents;
4. Disruptive behavior by a few individuals or small groups; or
5. Specific bomb threats with accompanying evacuations.

May only require limited ICS operations with Command Staff

May not require the activation of the Emergency Operations Center

#### Type 5 Incidents - Isolated Incidents

1. Isolated, short-term utility outages, water leaks, etc.;
2. Non-specific bomb threats; or
3. Minor criminal activities.

Can typically be handled with one or two single resources and a small number of personnel. Command Staff are not usually activated during these incidents.
UMBC Emergency Operations Plan

Section II Incident Command

1. Incident Command Post (ICP) Most isolated or minor incidents may not necessitate the activation of a formal Incident Command Post or the Emergency Operations Center (Type 4 and 5 Incidents). However, every major incident, planned event or disaster (Type 1, 2 and 3 Incidents) will require the identification of an incident commander and an Incident Command Post in close proximity to the incident. Response activities and work assignments will be planned, coordinated, and delegated from the Incident Command Post:

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<tr>
<td>1</td>
<td>Serves as the centralized location in which Incident Command Post staff members gather, check in, and assume their roles in the Incident Command Post;</td>
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<tr>
<td>2</td>
<td>Will be activated by the Chief of Police or designee, specialized response units (Fire, EMS, Public Health etc.) or any other university staff with the appropriate authority and training to establish and operate an Incident Command Post;</td>
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<tr>
<td>3</td>
<td>The Incident Command Post may be comprised of a multi-jurisdictional Unified Command (local, state, federal) of command level officers from police, fire/EMS, hazmat, public health, environmental or any other operational group that is deemed necessary based on the nature of the critical incident;</td>
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<td>4</td>
<td>The staging area for the Incident Command Post will vary based on the location, nature and safety factors of the critical incident. The staging area for the Incident Command Post should include adequate communications equipment and other logistical support. In the event the incident requires outside response (BCo.PD, BCo.FD, MSP, FBI, Health Dept. etc.) the Incident Command Post / Unified Command will act as the coordinator of services during the operational phase of the incident; and</td>
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<td>5</td>
<td>Will be located in close proximity to the Emergency Operations Center, if both centers are activated.</td>
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a. Personnel making up the Incident Command Post may include, (as required based on incident complexity and / or size):
   1. Incident Commander / Unified Command & Command Staff
   2. Operations Section
   3. Planning Section
   4. Logistics Section
   5. Finance and Administration (if required)
   6. Safety, Information and Liaison Officers as well as Incident Recorder

b. The Incident Command Post will have information and documents available:
   1. Emergency Operations Plan;
   2. List of key University personnel by division, department, and unit with corresponding telephone, email, fax, and other communication information;
   3. Floor plans of all university owned or occupied buildings with information on special needs individuals in those facilities;
   4. Current University telephone and email directory;
   5. List of University radio resources, frequencies, and talk groups; and
   6. ICS forms.

c. The Chief of Police or designee will ensure that adequate supplies are available for an Incident Command Post, with supplies being replaced or updated as necessary.
DUTIES AND ROLES

2. **The Incident Commander:**
   1. Appointed by the Chief of Police or designee (if police or criminal matter) or;
   2. Appropriate specialized service personnel (Fire Dept., EMS, Health Dept. etc.) or;
   3. Any other University staff with the appropriate authority and training to establish
       and operate an Incident Command Post. Duties of the **Incident Commander**:

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<tr>
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<th>Establish communications and control.</th>
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<tr>
<td>a</td>
<td>Assume and announce command of scene.</td>
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<td>b</td>
<td>Conduct scene assessment.</td>
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<th>Identify “HOT Zone” Limits additional exposure to danger for citizens and responders.</th>
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<tr>
<td>a</td>
<td>No unauthorized persons should be allowed in or out of this zone.</td>
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<tr>
<td>b</td>
<td>If HazMat related, contaminated persons should <strong>Not</strong> leave without being decontaminated.</td>
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<td>Persons entering HazMat area will have appropriate personal protective equipment (PPE).</td>
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<tr>
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<th>Establish Inner Perimeter</th>
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<tr>
<td>a</td>
<td>Use uniformed officers if possible.</td>
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<tr>
<td>b</td>
<td>If plainclothes officers are initially deployed, replace with uniformed personnel.</td>
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<th>Establish Outer Perimeter.</th>
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<td>a</td>
<td>Initiate crowd control measures.</td>
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<td>b</td>
<td>Control movement to and from the incident scene.</td>
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<thead>
<tr>
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<th>Establish Incident Command Post.</th>
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<tr>
<td>a</td>
<td>Out of “HOT Zone” between Inner and Outer Perimeters.</td>
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<tr>
<td>b</td>
<td>Incident Command Post should be equipped with phones, heat, air conditioning and rest rooms.</td>
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<td>c</td>
<td>Must provide privacy and security.</td>
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<th>Establish Staging Area.</th>
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<td>a</td>
<td>Select area that is large enough for resources to be located and transferred as needed.</td>
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<td>b</td>
<td>Ensure that traffic and crowds do not interfere with movement of resources to the scene.</td>
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<th>Establish Causality Collection Areas — Mass Causality Incidents (MCI)</th>
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<tr>
<td>a</td>
<td>Out of “Hot Zone” but may be located inside Inner Perimeter.</td>
</tr>
<tr>
<td>b</td>
<td>Used for immediate triage and treatment of patients at MCI scenes.</td>
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<tr>
<td>c</td>
<td>Must have law enforcement security to protect responders providing patient treatment.</td>
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<th>Identify and Request Additional Resources.</th>
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<td>a</td>
<td>Quickly assess and request to reduce response time.</td>
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<tr>
<td>b</td>
<td>Direct resources to Staging Area.</td>
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2. Prior Incident Commander briefs incoming Incident Commander.
3. Approve all information released to media and approve plan for returning to normal operations.
4. Select appropriate functions to establish Incident Command System, issue ICS identification
   badges / vests, which correspond with specific function assigned.
5. Determine whether a Unified Command structure with other assisting agencies is necessary.
6. Conduct initial briefings of Command Staff. Develop or cause to be developed, an Incident Action
   Plan with specific objectives & time frames for review and approval.
8. Continually review and update the Incident Action Plan with staff.
9. The Incident Commander assumes duties / responsibilities for Section positions until delegated to
   qualified personnel.
3. **Public Information Officer (PIO):**
   1. Obtain briefing from the Incident Commander.
   2. Establish a Joint Information Center (JIC) if necessary.
   3. Establish a Media Staging Area.
   4. Coordinate all information releases from other university or responding agencies PIO’s.
   5. Prepare information summary on media coverage for Incident Command Post personnel.
   6. Obtain approval from the Incident Commander for the release of information to the news media.
   7. Provide press briefings and news releases as appropriate. Post all news releases in Incident Command Post for review.
   8. Provide escorts for media and other officials as necessary.
   9. Maintain a log of all activities.

4. **Safety Officer:**
   1. Obtains briefing from the Incident Commander.
   3. Monitor operational activities and assess potential dangerous or unsafe conditions.
   4. Monitor stress levels of involved personnel.
   5. Maintain a log of all activities.

5. **Liaison Officer:**
   1. Obtains briefing from Incident Commander.
   2. Provide a point of contact for assisting mutual aid agency representatives.
   3. Identify agency representatives from each jurisdiction including communications link and location of all personnel assigned to assist with the incident.
   4. Handle requests from Incident Command Post personnel for inter-organizational contacts.
   5. Monitor incident operations to identify current or potential inter-organizational conflicts or problems.
   6. Provide information to appropriate governmental agencies.
   7. Maintain liaison with the command center of other agencies involved in the incident.
   8. Maintain activity log.

6. **Intelligence / Information Officer (optional):**
   1. Obtain briefing from Incident Commander.
   2. Provide Incident Commander with timely and accurate intelligence or information concerning the incident.
7. **Incident Recorder:**
   1. Obtains briefing from Incident Commander.
   2. Maintain Incident Command Post journal, which will include time, activity and action taken.
   3. Periodically distribute a situation report to Incident Command Post personnel.
   4. Gather incident related information from the other Incident Command Post personnel for entry into the journal.
   5. Refer pertinent information to the Public Information Officer.
   6. Maintain custody of all documents prepared for briefing the Incident Commander; ensure that the date, time and all persons present for the briefings are properly recorded.
   7. Maintain an updated map of the incident location, which when displayed for all Incident Command Post personnel will depict the following;
      - Affected area or region;
      - Inner and Outer Perimeter locations;
      - Incident Command Post location;
      - Staging Area location;
      - Areas requiring evacuation or already evacuated; and
      - Location of assisting agency personnel or specialists.
   8. Maintain an updated table of organization for key personnel and roles within the ICS structure.
   9. Assists the Planning Section in a plan for returning to normal operations.

8. **Operations Commander:**
   1. Obtains briefing from the Incident Commander.
   3. Continuously appraise and evaluate the tactical situation.
   4. Advise the Incident Commander on the readiness of Teams for deployment.
   5. Select or recommend Staging Area locations, perimeter assignments, evacuation strategies and resource requirements / availability to the Incident Commander.
   6. Provide security for the Incident Command Post, Staging Area and other sensitive areas as required.
   7. Direct and control the tactical deployment of field elements.
   8. Provide frequent incident status briefings.
   9. Assist the Logistics Section in providing all resources (equipment, supplies and personnel) to field operations for incident resolution.
   10. Ensure personnel prepare after-action reports; the preparation of an activity log and assist in planning for return to normal operations.
9. **Planning Section**
   1. Obtains briefing from the Incident Commander.
   2. Obtains photographs, sound and video recordings of the incident.
   3. Monitors all television and radio broadcasts related to the incident.
   4. Prepares a plan for returning to normal operations and a coordinated plan for the reassignment of all incident personnel.
   5. Prepare a plan for repopulating of evacuated areas.
   6. Assess and prepare estimations of factors effecting escalation or de-escalation for the Incident Commander, perform field observations such as:
      a. Identification of high-risk locations;
      b. Identification of persons inciting violence;
      c. Situation damage / injury / casualty estimates; and
      d. Weather and environmental conditions.
   7. Maintain an activity log.

10. **Logistics Section**
    1. Obtains briefing from the Incident Commander.
    2. Provide, maintain and control selected equipment, supplies, facilities and services required by the Operations Section.
    3. Arrange and provide meals and water for all incident personnel in coordination with other Section Officers.
    4. Maintain a visible chart of resources requested and advise Operations Section of estimated time of arrival or the unavailability of the resources requested. The logistical chart should display information as follows;
       a. Resources requested (available / unavailable);
       b. Time requested;
       c. Estimated time of arrival;
       d. Resource “staged” location and availability; and
       e. Descriptive data regarding resource: size, numbers, capabilities and ratings.
    5. Maintain an activity log.

11. **Finance / Administration**
    1. Obtains briefing from Incident Commander.
    2. Activate necessary elements (Procurement Unit, Compensation and Claims Unit and Cost Unit) to support Finance and Administration Section activities.
    3. Provide input in planning sessions on financial and cost analysis matters.
    4. Assist the Logistics Section with procurement of equipment, supplies, and other resources needed for incident resolution.
    5. Ensure that all personnel time records are maintained and transmitted to agencies assisting with incident.
    6. Participate in demobilization and incident termination planning sessions.
    7. Prepare incident related cost analysis as requested by the Incident Commander.
    8. Respond to and evaluate incident related compensation claim requests.
Section III  Emergency Operations Center (EOC)

A. Most isolated or minor incidents (Level 1 and 2) will not require the activation of an Emergency Operations Center; however, some incidents or disasters are not effectively manageable by the Incident Command Post due to their size, scope or seriousness. This necessitates the need for the Emergency Operations Center to assist the Incident Command Post by coordinating the overall campus or jurisdictional response and support to a critical incident. The Emergency Operations Center does not control the incident response; it supports and coordinates the Incident Command Post response to an incident.

B. The Emergency Operations Center;
   1. Will be located at the Public Safety Building (Room #102) and serves as the location that Emergency Operations Center personnel gather, check-in and assume their responsibilities in the Emergency Operations Center.
   2. If the Public Safety Building location is unavailable, the secondary site for the Emergency Operations Center will be located in the Facilities Management Building.
   3. If the Public Safety Building location and the Facilities Management Building are both unavailable the Incident Commander will identify a location that is;
      a. In a safe location as designated by the Incident Commander; and
      b. Has sufficient infrastructure (power, communications, restrooms etc.) to support its operation.
   4. Will be activated by the Chief of Police or designee; or any university staff with the appropriate authority and training to establish and operate an Emergency Operations Center.
   5. The Emergency Operations Center may be comprised of a multi-departmental or multi-jurisdictional staff that is required to assist the Incident Command Post in coordinating the overall campus or jurisdictional response.

C. Personnel making up the Emergency Operations Center may include (as required based on incident complexity and or size):
   1. Operations Coordination
   2. Environmental Safety and Health Coordinator (Safety)
   3. Facilities Coordinator (Safety)
   4. Public Information Coordinator (PIO)
   5. Planning and Analysis Coordination
   6. Logistics
   7. Finance and Administration Coordination
Section IV  Crisis Communications

Crisis Communications Matrix

A. Emergency Mass Notification Systems

1. In the event of an incident that requires mass notification of a localized segment or the entire university community, the following modes of mass communication will be utilized.

2. Chief of University Police or designee will determine notification level after considering factors such as type of incident (weather, criminal, accident etc.), speed of incident, proximity of incident to university.

<table>
<thead>
<tr>
<th>Type of Notification</th>
<th>Mass Notification System(s) Utilized</th>
<th>Alert Type</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency External &amp; Internal Full Campus Notification</td>
<td>External alert siren</td>
<td>Tone alert followed by recorded or live message</td>
<td>Tone – XXX seconds Live or recorded message - “There is a tornado approaching the campus, seek safe shelter indoors immediately”</td>
</tr>
<tr>
<td></td>
<td>Internal &amp; external notification system (where installed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Campus message boards</td>
<td>Scrolling message</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Campus Text Messaging</td>
<td>Text message via phone</td>
<td>Same message can be utilized for signs, text and email systems</td>
</tr>
<tr>
<td></td>
<td>University email</td>
<td>Email</td>
<td></td>
</tr>
<tr>
<td>Emergency External &amp; Internal Localized Notification</td>
<td>Internal &amp; external notification system</td>
<td>Tone alert followed by recorded or live message</td>
<td>Tone – XXX seconds Live or recorded message “There is a hazardous condition near Smith Hall please stay away from the area until further notice” Same messages can be utilized for text and email systems</td>
</tr>
<tr>
<td></td>
<td>Campus text messaging system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Internal Localized Notification</td>
<td>Internal notification system</td>
<td>Tone alert followed by recorded or live message</td>
<td>Tone – XXX seconds Live or recorded message “There is a gas leak in Stevens Hall – please evacuate the area immediately and assemble on Lot # 1 for headcount”</td>
</tr>
<tr>
<td>Emergency External Localized Notification</td>
<td>External notification system (where installed)</td>
<td>Tone alert followed by live or recorded message</td>
<td>Tone – XXX seconds Live or recorded message “(QuadMania) Due to XXXX emergency the event is being halted, please evacuate the area”</td>
</tr>
</tbody>
</table>
B. Non – Emergency Mass Communication

1. There may be non – emergency incidents that may require a mass communication of a localized segment or the entire university community.

2. Incidents of this nature may include but are not limited to:
   a. University closure;
   b. Infrastructure failure (power, water etc.);
   c. Drills or exercises; and
   d. Weather preparation instructions (oncoming hurricane, blizzard etc.).

<table>
<thead>
<tr>
<th>Type of Notification</th>
<th>Mass Notification System (s) Utilized</th>
<th>Alert Type</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Emergency External &amp; Internal Full Campus Notification</td>
<td>External alert siren</td>
<td>Live or recorded message</td>
<td>“Due to icy conditions the university will close at 1:00 pm” Same message will be utilized for sign, text and email message systems</td>
</tr>
<tr>
<td></td>
<td>Internal &amp; external notification system (where installed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Campus message boards</td>
<td>Scrolling message</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Campus Text Messaging</td>
<td>Text message</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University email</td>
<td>Email</td>
<td></td>
</tr>
<tr>
<td>Non-Emergency External &amp; Internal Localized Notification</td>
<td>Internal &amp; external notification system</td>
<td>Live or recorded message</td>
<td>“This is a shelter in place drill, please seek shelter indoors in safe areas above the 3rd level and await instructions”</td>
</tr>
<tr>
<td></td>
<td>Campus text messaging system</td>
<td>Text message</td>
<td></td>
</tr>
<tr>
<td>Non - Emergency Internal Localized Notification</td>
<td>Internal &amp; external notification system</td>
<td>Live or recorded message</td>
<td>“Due to repairs there will be no water available for approximately 12 hours”</td>
</tr>
<tr>
<td></td>
<td>Campus text messaging system</td>
<td>Text message</td>
<td></td>
</tr>
<tr>
<td>Non - Emergency External Localized Notification</td>
<td>External notification system (where installed)</td>
<td>Live or recorded message</td>
<td>“A Med-Evac helicopter will be landing on the Athletic Field in approximately 15 minutes, please leave the area, thank you”</td>
</tr>
</tbody>
</table>
SECTION V    RESPONSE AND RECOVERY MATRICES

Response and Recovery Responsibilities

A. **Hazard Analysis** - UMBC recognizes that the planning process must address each hazard that threatens the campus. The University faces a wide range of threats as outlined in these categories; Natural (extreme weather / storms, floods, earthquakes, disease outbreak); Man-made Accidental (vehicle / aircraft accident, hazardous material release, infrastructure failure); and Man-made Intentional (active shooter, terrorist chemical, biological, radiological, nuclear or explosives (CBRNE) attack, civil disturbance). A Hazard Vulnerability Risk Assessment (HVRA) of the hazards that threaten the campus shall be conducted on an annual basis and incorporated into the emergency operations plan.

B. **Departmental Responsibility** - UMBC departments’ have specific responsibilities and related activities / actions assigned to them for each identified hazard and threat. Each department is responsible for ensuring coordination with other departments.

C. **Key Personnel** – The University Police Department, in coordination with the EPC is responsible for identifying key management personnel, with alternates, to conduct University response and recovery operations.

D. **Alert List** – The University Police Department is responsible for developing and maintaining an emergency alert list, which will be used to notify key University personnel. Each department will develop their own departmental alert list (phone tree), which will be utilized by the departments’ to alert departmental personnel.

**Critical Incident Response and Recovery Matrices**

A. Critical Incident Response – The following Critical Incident Response and Recovery matrices have been developed as a guide for UMBC response staff and external response entities that may be required. These are basic guidelines, each critical incident will be a unique event that may alter how they are managed. Responding personnel should rely on their training, knowledge and experience to supplement these guides.
B. Acronym Legend: The following legend will apply to all the matrices;

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Name</th>
<th>Acronym</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>Academic Affairs</td>
<td>HazMat</td>
<td>Hazardous Materials Response</td>
</tr>
<tr>
<td></td>
<td>Provost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AF</td>
<td>Administration &amp; Finance</td>
<td>HC</td>
<td>Health Center</td>
</tr>
<tr>
<td>AT</td>
<td>Athletics</td>
<td>HD</td>
<td>Baltimore County Health Dept</td>
</tr>
<tr>
<td>BC</td>
<td>Baltimore County</td>
<td>MDE</td>
<td>Maryland Dept of Environment</td>
</tr>
<tr>
<td>CC</td>
<td>Counseling Center</td>
<td>MSP</td>
<td>Maryland State Police</td>
</tr>
<tr>
<td>CMET</td>
<td>Crisis Management Executive Team</td>
<td>NTSB</td>
<td>National Transportation Safety Board</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
<td>OIT</td>
<td>Office of Information Technology</td>
</tr>
<tr>
<td>EV</td>
<td>Events Center</td>
<td>PD</td>
<td>Other than UMBC</td>
</tr>
<tr>
<td>ESH</td>
<td>Environmental safety &amp; Health</td>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency medical System (medic,</td>
<td>PB</td>
<td>Phone Bank</td>
</tr>
<tr>
<td></td>
<td>ambulance, helicopter)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
<td>PS</td>
<td>Parking Services</td>
</tr>
<tr>
<td>EPC</td>
<td>Emergency Preparedness Committee</td>
<td>RC</td>
<td>Reunification Center</td>
</tr>
<tr>
<td>FBI</td>
<td>Federal Bureau of Investigation</td>
<td>RL</td>
<td>Residential Life</td>
</tr>
<tr>
<td>FM</td>
<td>Facilities Management</td>
<td>TeleCom</td>
<td>TeleCommunications</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. **Terminology**— The following terms apply to the functions in the matrices

<table>
<thead>
<tr>
<th><strong>Incident Command</strong></th>
<th>Takes charge in an incident and provides command and control until an incident is stabilized.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Evacuation</strong></td>
<td>Facilitating either evacuations of buildings or a campus-wide evacuation.</td>
</tr>
<tr>
<td><strong>Access Control</strong></td>
<td>Control of building and areas access through the use of electronic and manual locking systems. Access is also controlled through the use of physical barriers.</td>
</tr>
<tr>
<td><strong>Traffic / Crowd Control</strong></td>
<td>Providing traffic and crowd control where this function is required.</td>
</tr>
<tr>
<td><strong>EOC Operations</strong></td>
<td>Supports and coordinates assistance in managing an incident. An individual who has authority to activate the EOC will activate the EOC.</td>
</tr>
<tr>
<td><strong>Notifications</strong></td>
<td>Making on-campus notifications about the emergencies as well as notifications to groups and organizations providing support to the incident.</td>
</tr>
<tr>
<td><strong>Public Information (PIO)</strong></td>
<td>Providing information to the media and internal and external University community. This will evolve to a single agency or joint announcement.</td>
</tr>
<tr>
<td><strong>Documentation</strong></td>
<td>Documentation of damages, expenses etc. The departments listed are responsible for collecting documentation specific to their areas and turning such documentation over to the Administration and Finance Division.</td>
</tr>
<tr>
<td><strong>Procurement</strong></td>
<td>Making large or continuing purchases throughout an incident. It is expected that the departments will have budgetary authority and pre-established contracts to complete their mission.</td>
</tr>
<tr>
<td><strong>Medical Operations</strong></td>
<td>Triage and care of ambulatory patients and transport of injured to appropriate medical facilities. These departments would establish casualty collection points and set up temporary care and morgue facilities.</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>Communications via telecommunication, radio and data will be maintained and facilitated by the departments that are designated in the matrix.</td>
</tr>
<tr>
<td><strong>Fire Suppression</strong></td>
<td>The Baltimore County Fire Department will respond to all active fire related calls for service on campus.</td>
</tr>
<tr>
<td><strong>Rescue Operations</strong></td>
<td>With exception of the Active Shooter matrix, the Baltimore County Fire Department will be responsible for coordinating all rescue operations.</td>
</tr>
<tr>
<td><strong>Shelter Operations</strong></td>
<td>Shelter Operations refers to short and long term sheltering of students living on the UMBC campus. Residence Life will coordinate and procure shelter.</td>
</tr>
<tr>
<td><strong>Flood Control</strong></td>
<td>For situations including in-building and natural disaster flooding, the departments designated in the matrices will coordinate responses to flooding.</td>
</tr>
<tr>
<td><strong>Hazmat Operations</strong></td>
<td>The Baltimore County Fire Department is the lead agency in any major HAZMAT incident; the departments designated on the matrix would be part of any unified command of the incident.</td>
</tr>
<tr>
<td><strong>Damage Assessment</strong></td>
<td>Providing assessments on the damage to facilities and make decisions on the safety of the structures.</td>
</tr>
<tr>
<td><strong>Facilities Coordination</strong></td>
<td>The departments listed for this function would determine how the buildings would be used, repaired and opened.</td>
</tr>
<tr>
<td><strong>Recovery Operations</strong></td>
<td>Recovery of critical functions and tasks that would be required to get the university back to normal operations. These departments would be directly involved Continuity of Operations Planning.</td>
</tr>
</tbody>
</table>
D. Departmental Emergency Response and Recovery Functions Matrices:

Active Shooter

**Life Safety**
- **Response & Incident Command**
  - Response Groups
    - UPD, BC/PD, FD, EMS, PIO
  - **Objectives**
    - Stop Shooter
    - Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
    - Secure/evacuate area
    - Establish ICS protocols
    - Emergency Public Warnings and Information

**Incident Stabilization**
- **Incident Command & EOC**
  - **Response Groups**
    - UPD, BC/PD, FD, EMS, PIO, FM, PS, EOC, PIO, OIT, PB
    - CMET (or individual members as needed)
  - **RC Team**
    - **Objectives**
      - Assist PD to establish perimeters and staging areas (EMS, Media, Law Enforcement)
      - Monitor and track casualties evacuated to medical facilities
      - Continue to provide updated information to public and media
      - Set up Joint Information Center (as needed)
      - Provide needed resources to response personnel
      - Activate Reunification Center & Phone Bank
      - Continue ICS Operations

**Recovery Operations**
- **Incident Command & EOC**
  - **Response Groups**
    - UPD, BC/PD, FBI, MSP, FM, PS, PIO, SA, EOC, OIT
    - CMET (or individual members as needed)
  - **CC Team**
  - **PB Team**
    - **Objectives**
      - Provide support to victims, survivors and families
      - Activate Family Assistance Center
      - Support university community - grief counseling, memorial services, policy direction on return to normal operations
      - Support investigations
      - Plan & support dignitary visits
      - Continue to provide updated information to public & media
D. Departmental Emergency Response and Recovery Functions Matrices:

## Aircraft Crash

### Life Safety

**Response & Incident Command**

**Response Groups**
- UPD, BC/PD, FD, EMS, PIO (or other response teams as needed ex. HAZMAT)

**Objectives**
- Evaluate scene and deploy as needed to stop or prevent threats to life safety
- Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
- Secure area / protect property
- Establish ICS protocols
- Emergency Public Warnings and Information

### Incident Stabilization

**Incident Command & EOC**

**Response Groups**
- UPD, BC/PD, FD, EMS, PIO, FM, PS, EOC, PIO, OIT, CMET (or individual members as needed)

**Objectives**
- Assist PD to establish perimeters and staging areas (EMS, Media, Law Enforcement)
- Monitor and track casualties evacuated to medical facilities
- Continue to provide updated information to public and media
- Set up Joint Information Center (as needed)
- Provide needed resources to response personnel
- Activate Reunification Center & Phone Bank
- Continue ICS Operations

### Recovery Operations

**Incident Command & EOC**

**Response Groups**
- UPD, BC/PD, FBI, MSP, MDE, FAA, ESH, DoD, NTSB, FM, PS, PIO, SA, EOC, OIT
- CMET (or individual members as needed)
- CC Team
- PB Team

**Objectives**
- Provide support to victims, survivors and families
- Activate Family Assistance Center
- Support investigations
- Plan & support dignitary visits
- Continue to provide updated information to public & media
D. Departmental Emergency Response and Recovery Functions Matrices:

Civil Disorder

<table>
<thead>
<tr>
<th>Life Safety</th>
<th>Incident Stabilization</th>
<th>Recovery Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response &amp; Incident Command</strong></td>
<td><strong>Incident Command &amp; EOC</strong></td>
<td><strong>Incident Command &amp; EOC</strong></td>
</tr>
<tr>
<td><strong>Response Groups</strong></td>
<td><strong>Response Groups</strong></td>
<td><strong>Response Groups</strong></td>
</tr>
<tr>
<td>UPD, BC/PD, FD, EMS, PIO</td>
<td>UPD, BC/PD, FD, EMS, PIO, PIQ,</td>
<td>UPD, BC/PD, FM, PS, PIO,</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>FM, PS, EOC, PIQ, OIT, CMET (or individual</td>
<td>CMET (or individual members as needed)</td>
</tr>
<tr>
<td>• Evaluate scene and deploy as needed to stop</td>
<td>members as needed)</td>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>or prevent threats to life safety</td>
<td></td>
<td>• Provide support to university members affected by the</td>
</tr>
<tr>
<td>• Provide medical treatment &amp; evacuate injured</td>
<td></td>
<td>incident.</td>
</tr>
<tr>
<td>to casualty collection points or EMS Staging</td>
<td></td>
<td>• Support investigations</td>
</tr>
<tr>
<td>• Secure area / protect property</td>
<td></td>
<td>• Continue to provide updated information to public &amp;</td>
</tr>
<tr>
<td>• Establish ICS protocols</td>
<td></td>
<td>media</td>
</tr>
<tr>
<td>• Emergency Public</td>
<td></td>
<td>• Set up Joint Information</td>
</tr>
<tr>
<td>Warnings and Information</td>
<td></td>
<td>Center (as needed)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide needed resources to response personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Activate Reunification Center &amp; Phone Bank</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Continue ICS Operations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

• Provide support to injured persons
D. Departmental Emergency Response and Recovery Functions Matrices:

Disease Outbreak (Pandemic)

**Life Safety**
- **Response Groups**: HC, HD, CC, UPD, EMS, PIO, SA, RL, EOC, CMET (or individual members as needed)
- **Objectives**:
  - Evaluate progress of disease on a local, regional & national basis
  - Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
  - Utilize UMBC Pandemic Preparedness Plan to implement appropriate medical protocols.
  - Establish ICS protocols
  - Emergency Public Warnings and Information

**Incident Stabilization**
- **Incident Command & EOC Response Groups**: HC, HD, CC, UPD, EMS, PIO, SA, RL, EOC, CMET (or individual members as needed)
- **Objectives**:
  - Assist PD to establish perimeters and staging areas (EMS, Media, Law Enforcement)
  - Continue to provide updated information to public and media
  - Set up Joint Information Center (as needed)
  - Provide needed resources to response personnel
  - Activate Reunification Center & Phone Bank
  - Continue ICS Operations

**Recovery Operations**
- **Incident Command & EOC Response Groups**: UPD, BC/PD, FMI, PS, PIO, SA, EOC, OIT, CMET (or individual members as needed)
- **Objectives**:
  - Provide support to university community members impacted by incident
  - Prepare to return the University to normal operations
D. Departmental Emergency Response and Recovery Functions Matrices:

**Earthquake**

<table>
<thead>
<tr>
<th>Life Safety</th>
<th>Incident Stabilization</th>
<th>Recovery Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response &amp; Incident Command</strong></td>
<td><strong>Response &amp; Incident Command</strong></td>
<td><strong>Response &amp; Incident Command</strong></td>
</tr>
<tr>
<td><strong>Response Groups</strong></td>
<td><strong>Response Groups</strong></td>
<td><strong>Response Groups</strong></td>
</tr>
<tr>
<td>UPD, FD, EMS, FM, HAZMAT, S&amp;R, PIO EOC, CMET (or individual members as needed)</td>
<td>UPD, FD, EMS, FM, HAZMAT, S&amp;R, PIO EOC, CMET (or individual members as needed)</td>
<td>UPD, FD, EMS, FM, HAZMAT, S&amp;R, PIO EOC, CC, PS, CMET (or individual members as needed)</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Objectives</strong></td>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>• Evaluate scene for 1st responder safety and respond to life threatening conditions</td>
<td>• Conduct in initial damage assessment inspections to determine safety of Individual facilities</td>
<td>• Provide support to university community members impacted by incident</td>
</tr>
<tr>
<td>• Provide medical treatment &amp; evacuate injured to casualty collection points or EMS Staging</td>
<td>• Track &amp; monitor conditions of casualties evacuated to medical facilities</td>
<td>• Conduct comprehensive damage assessment to identify facilities that can be utilized and those not safe to occupy</td>
</tr>
<tr>
<td>• Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or Isolate hazardous conditions</td>
<td>• Continue ICS protocols</td>
<td>• Division and Departmental COOP teams implement COOP to return to normal operations within 30 days</td>
</tr>
<tr>
<td>• Establish ICS protocols</td>
<td>• Emergency Public Warnings and Information</td>
<td></td>
</tr>
</tbody>
</table>
D. Departmental Emergency Response and Recovery Functions Matrices:

**FIRE (Major)**

**Life Safety**

*Response & Incident Command*

**Response Groups**
- UPD, FD, EMS, FM, HAZMAT, S&R, PIO, CMET (or individual members as needed)

**Objectives**
- Evaluate scene for 1st responder safety and respond to life threatening conditions
- Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
- Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or isolate hazardous conditions
- Establish ICS protocols
- Emergency Public Warnings and Information

**Recovery Operations**

*Incident Command & EOC*

**Response Groups**
- UPD, FD, EMS, FM, HAZMAT, S&R, PIO, EOC, CMET (or individual members as needed)

**Objectives**
- Conduct initial damage assessment inspections to determine safety of impacted facilities
- Track & monitor conditions of casualties evacuated to medical facilities
- Continue ICS protocols
- Emergency Public Warnings and Information

**Incident Stabilization**

*Incident Command & EOC*

**Response Groups**
- UPD, FD, EMS, FM, HAZMAT, PIO EOC, CC, PS, CMET (or individual members as needed)

**Objectives**
- Provide support to university community members impacted by incident
- Conduct comprehensive damage assessment to identify facilities that can be utilized and those not safe to occupy
- Division and Departmental COOP teams implement COOP to return to normal operations within 30 days
- Set up or locate temporary sheltering operations (if needed)
D. Departmental Emergency Response and Recovery Functions Matrices:

**FLOOD**

**Life Safety**
- **Response Groups**
  - UPD, FM, PIO
  - FD & EMS (as needed)
  - HAZMAT (as needed)
  - S&R (as needed)
- **Objectives**
  - Evaluate scene for 1st responder safety and respond to life threatening conditions
  - Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
  - Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or isolate hazardous conditions
  - Establish ICS protocols
  - Emergency Public Warnings and Information

**Incident Stabilization**
- **Incident Command & EOC Response Groups**
  - UPD, FD, EMS, FM, HAZMAT, S&R, PIO, EOC, CMET (or individual members as needed)
- **Objectives**
  - Conduct initial damage assessment inspections to determine safety of impacted facilities
  - Track & monitor conditions of casualties evacuated to medical facilities
  - Continue ICS protocols
  - Emergency Public Warnings and Information

**Recovery Operations**
- **Incident Command & EOC Response Groups**
  - UPD, FD, EMS, FM, PIO, EOC, PS, CMET (or individual members as needed)
- **Objectives**
  - Provide support to university community members impacted by incident
  - Set up or locate temporary sheltering operations (if needed)
  - Conduct comprehensive damage assessment to impacted facilities
  - Impacted Division and Departmental COOP teams implement COOP to return to normal operations within 30 days
D. Departmental Emergency Response and Recovery Functions Matrices:

**Hazardous Materials Release (HazMat)**

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<th>Incident Stabilization</th>
<th>Recovery Operations</th>
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<td><strong>Incident Command &amp; EOC</strong></td>
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<td><strong>Objectives</strong></td>
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<td>• Evaluate scene for 1st responder safety and respond to life threatening conditions</td>
<td>• Conduct initial damage assessment inspections to determine safety of impacted facilities</td>
<td>• Provide support to university community members impacted by incident</td>
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<td>• Provide medical treatment &amp; evacuate injured to casualty collection points or EMS Staging</td>
<td>• Track &amp; monitor conditions of casualties evacuated to medical facilities</td>
<td>• Set up or locate temporary sheltering operations (if needed)</td>
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<tr>
<td>• Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or isolate hazardous conditions</td>
<td>• Continue ICS protocols</td>
<td>• Conduct comprehensive damage assessment to impacted facilities</td>
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<td>• Establish ICS protocols</td>
<td>• Emergency Public Warnings and Information</td>
<td>• Impacted Division and Departmental COOP teams implement COOP to return to normal operations within 30 days</td>
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</table>
D. Departmental Emergency Response and Recovery Functions Matrices:

Hostage / Barricade Situation

**Life Safety**

**Response & Incident Command**
- UPD, BC/PD, MSP, FBI, EMS, FM, PIO
- Specialized Law Enforcement Teams (as needed)

**Objectives**
- Evaluate scene for 1st responder safety and respond to life threatening conditions
- Establish perimeters
- Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
- Make initial contact with hostage taker(s)
- Deploy specialized teams (Hostage Negotiation, Tactical, Bomb Squad) as needed to rescue victims or isolate hazardous conditions
- Establish ICS protocols
- Emergency Public Warnings and Information

**Recovery Operations**

**Incident Command & EOC**
- UPD, BC/PD, MSP, FBI, EMS, FM, PIO, PS, FM
- CMET (or individual members as needed)

**RC Team**
- Assist PD establish perimeters and staging areas (EMS, Media, Law Enforcement)
- Continue to provide updated information to public and media
- Provide needed resources to response personnel
- Activate Phone Bank (if needed)
- Activate Hospital Liaison Team (if needed)
- Track & monitor conditions of casualties evacuated to medical facilities
- Continue ICS Operations

**Incident Stabilization**

**Incident Command & EOC**
- UPD, BC/PD, MSP, FBI, EMS, FM, PIO, PS, FM
- CMET (or individual members as needed)
- CC Team
- PB Team

**Objectives**
- Provide support to university community members impacted by incident
- Provide support to injured or traumatized persons
- Support investigations
- Continue to provide updated information to public & media
D. Departmental Emergency Response and Recovery Functions Matrices:

Information Technology / Telecommunications Failure (Major)

**Life Safety**
- **Response & Incident Command**
  - **Response Groups**
    - OIT, PIO, FM, UPD (as needed)
    - Specialized Law Enforcement Teams (if criminal related)
  - **Objectives**
    - Evaluate / assess cause of failure utilizing established OTS protocols
    - Coordinate repairs with FM if physical infrastructure is cause of failure
    - Establish ICS protocols

**Incident Stabilization**
- **Incident Command & EOC**
  - **Response Groups**
    - OIT, PIO, FM, UPD (as needed)
    - Specialized contract services (as needed)
    - Specialized Law Enforcement Teams (if criminal related)
  - **Objectives**
    - Conduct damage assessment
    - Continue to provide updated information to public and media
    - Provide needed resources to response personnel
    - Continue ICS Operations

**Recovery Operations**
- **Incident Command & EOC**
  - **Response Groups**
    - OIT, PIO, FM, UPD (as needed)
    - Specialized contract services (as needed)
    - Specialized Law Enforcement Teams (if criminal related)
  - **Objectives**
    - Provide support to university community members impacted by incident
    - Support investigations
    - Continue to provide updated information to public & media
D. **Departmental Emergency Response and Recovery Functions Matrices:**

**Power / Utility Failure (Major)**

**Life Safety**

*Response & Incident Command*

*Response Groups*
- FM, UPD, PS, PIO, ESH
- Private entities (BGE, utilities contractors)
- Baltimore City Public Works (water)

*Objectives*
- Evaluate / assess cause of failure utilizing established FM protocols
- Coordinate repairs with FM if physical infrastructure is cause of failure
- Establish ICS protocols

**Incident Stabilization**

*Response Groups*
- FM, UPD, PS, PIO, ESH, EOC (as needed)
- Private entities (BGE, utilities contractors)
- Baltimore City Public Works (water)
- CMET (or individual members as needed)

*Objectives*
- Conduct damage assessment
- Continue to provide updated information to public and media
- Provide needed resources to response personnel
- Set up or locate temporary sheltering operations (if needed)
- Continue ICS Operations

**Recovery Operations**

*Incident Command & EOC*

*Response Groups*
- FM, UPD, PS, PIO, ESH, EOC (as needed)
- Private entities (BGE, utilities contractors)
- Baltimore City Public Works (water)
- Other support teams as needed
- Specialized contracted services as needed (engineers, debris removal, sheltering etc.)
- CMET (or individual members as needed)

*Objectives*
- Provide support to university community members impacted by incident
- Conduct comprehensive damage assessment to identify facilities that can be utilized and those not safe to occupy
- Set up or locate temporary sheltering operations (if needed)
D. Departmental Emergency Response and Recovery Functions Matrices:

Public Event Emergency

**Life Safety**

*Response & Incident Command*
- **Response Groups**
  - UPD, BC/PD, BC/FD, EMS, PIO
  - EV (if contracted event)
  - AT (if UMBC Athletics Event)
  - Contract Crowd Management
- **Objectives**
  - Assess scene and respond to life safety threats / conditions
  - Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
  - Determine if evacuation or shelter in place is needed
  - Establish ICS protocols

**Incident Stabilization**

*Incident Command & EOC Response Groups*
- UPD, BC/PD, BC/FD, EMS, PIO
- EV (if contracted event)
- AT (if UMBC Athletics Event)
- Contract Crowd Management
- EOC (as needed)
- CMET (or individual members as needed)
- **Objectives**
  - Monitor evacuation or shelter in place operations
  - Continue to provide updated information to public and media
  - Track & monitor conditions of casualties evacuated to medical facilities
  - Continue ICS protocols
  - Emergency Public Warnings and Information

**Recovery Operations**

*Incident Command & EOC Response Groups*
- UPD, BC/PD, BC/FD, EMS, PIO
- EV (if contracted event)
- AT (if UMBC Athletics Event)
- Contract Crowd Management
- EOC (as needed)
- CMET (or individual members as needed)
- **Objectives**
  - Provide support to university community members impacted by incident
  - Conduct comprehensive damage assessment to identify facilities that can be utilized and those not safe to occupy
  - Identify / investigate cause of emergency
D. Departmental Emergency Response and Recovery Functions Matrices:

Severe Storms – Spring & Summer Thunderstorms / Tropical Storm / Hurricane

**Life Safety**

*Response & Incident Command Response Groups*
- UPD, FM, PIO
- FD & EMS (as needed)
- HAZMAT (as needed)
- S&R (as needed)

*Objectives*
- Evaluate scene for 1st responder safety and respond to life threatening conditions
- Provide medical treatment & evacuate injured to collection points or EMS Staging
- Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or isolate hazardous conditions
- Establish ICS protocols
- Emergency Public Warnings and Information

**Incident Stabilization**

*Incident Command & EOC Response Groups*
- UPD, FM, PIO, FD & EMS (as needed)
- HAZMAT (as needed)
- S&R (as needed)
- EOC
- RC Team (as needed)
- CMET (or individual members as needed)

*Objectives*
- Conduct initial damage assessment inspections to determine safety of impacted facilities
- Track & monitor conditions of casualties evacuated to medical facilities
- Continue ICS protocols
- Emergency Public Warnings and Information

**Recovery Operations**

*Incident Command & EOC Response Groups*
- UPD, FM, EHS, EMS, FM, PTO, PIO, EOC
- CMET (or individual members as needed)
- Other support teams as needed
- Specialized contracted services as needed (engineers, debris removal, sheltering etc...)

*Objectives*
- Provide support to university community members impacted by incident
- Set up or locate temporary sheltering operations (if needed)
- Conduct comprehensive damage assessment to impacted facilities
- Impacted Division and Departmental COOP teams
- Implement COOP to return to normal operations within 30 days (if needed)
D. Departmental Emergency Response and Recovery Functions Matrices:

Severe Storms – Winter Snow / Ice Events

**Life Safety**
- **Response & Incident Command**
- **Response Groups**
  - UPD, FM, PIO
  - FD & EMS (as needed)
- **Objectives**
  - Pre-treat surfaces prior to event
  - Evaluate scene for first responder safety and respond to life-threatening conditions
  - Provide medical treatment & transport injured to medical facilities as needed
  - Establish ICS protocols
  - Emergency Public Warnings and Information

**Incident Stabilization**
- **Incident Command & EOC**
  - **Response Groups**
    - UPD, FM, PIO
    - FD & EMS (as needed) EOC
    - CMET (or individual members as needed)
  - **Objectives**
    - Conduct initial damage assessment inspections to determine safety of impacted facilities
    - Track snow / ice removal & monitor conditions of roadways and sidewalks
    - Continue ICS protocols
    - Emergency Public Warnings and Information

**Recovery Operations**
- **Incident Command & EOC**
  - **Response Groups**
    - UPD, FM, EHS, EMS, FM, PTS, PIO, EOC
    - CMET (or individual members as needed)
    - Other support teams as needed
    - Specialized contracted services as needed (engineers, debris removal, sheltering etc.)
  - **Objectives**
    - Provide support to university community members impacted by incident
    - Set up or locate temporary sheltering operations (if needed)
    - Conduct comprehensive damage assessment to impacted facilities
D. **Departmental Emergency Response and Recovery Functions Matrices:**

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**Structural Collapse**

**Life Safety**

- **Response & Incident Command**
  - **Response Groups**
    - UPD, FD, EMS, FM, HAZMAT, S&R, PIO
  - **Objectives**
    - Evaluate scene for 1st responder safety and respond to life threatening conditions
    - Provide medical treatment & evacuate injured to casualty collection points or EMS Staging
    - Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or isolate hazardous conditions
    - Establish ICS protocols
    - Emergency Public Warnings and Information

---

**Incident Stabilization**

- **Incident Command & EOC Response Groups**
  - UPD, FD, FM, EHS, EMS, FM, PTS, PIO, EOC
  - RC Team
  - CMET (or individual members as needed)
  - **Objectives**
    - Conduct initial damage assessment inspections to determine safety of individual facilities
    - Track & monitor conditions of casualties evacuated to medical facilities
    - Continue ICS protocols
    - Emergency Public Warnings and Information

---

**Recovery Operations**

- **Incident Command & EOC Response Groups**
  - UPD, FM, EHS, EMS, FM, PS, PIO, EOC
  - CMET (or individual members as needed)
  - Other support teams as needed
  - Specialized contracted services as needed (engineers, debris removal, sheltering etc...)
  - **Objectives**
    - Provide support to university community members impacted by incident
    - Division and Departmental COOP teams implement COOP to return to normal operations within 30 days
    - Conduct comprehensive damage assessment to impacted facilities

---
D. **Departmental Emergency Response and Recovery Functions Matrices:**

**Terrorist Threat**

- **Life Safety**
  - **Response & Incident Command**
    - **Response Groups**
      - UPD, BC/PD, MSP, FBI, PIO
      - DoD or other Federal agencies (as needed)
    - **Objectives**
      - Gather intelligence/information concerning threat
      - Conduct interviews of complainants or witnesses
      - Secure/Evacuate locations or facilities (as needed)
      - Increase security at planned events
      - Establish ICS protocols
      - Emergency Public Warnings and Information

- **Incident Stabilization**
  - **Incident Command & EOC Response Groups**
    - UPD, BC/PD, MSP, FBI, PIO, EOC
    - DoD or other Federal agencies (as needed)
    - CMET (or individual members as needed)
  - **Objectives**
    - Assist PD to establish perimeters and staging areas (EMS, Media, Law Enforcement)
    - Increase law enforcement presence on campus
    - Continue to provide updated information to public and media
    - Set up Joint Information Center (as needed)
    - Provide needed resources to response personnel
    - Activate Phone Bank (as needed)
    - Continue ICS Operations

- **Recovery Operations**
  - **Incident Command & EOC Response Groups**
    - UPD, BC/PD, MSP, FBI, PIO, EOC
    - DoD or other Federal agencies (as needed)
    - CMET (or individual members as needed)
  - **Objectives**
    - Support Investigations
    - Plan & support dignitary visits (as needed)
    - Continue to provide updated information to public & media
    - Return to normal operations
D. Departmental Emergency Response and Recovery Functions Matrices:

Tornado

**Life Safety**

*Response & Incident Command*

*Response Groups*
- UPD, FM, PIO
- FD & EMS (as needed)
- HAZMAT (as needed)
- S&R (as needed)

*Objectives*
- Evaluate scene for 1st responder safety and respond to life threatening conditions
- Provide medical treatment & evacuate injured to collection points or EMS staging
- Deploy special teams (Search and Rescue, HAZMAT) as needed to rescue victims or isolate hazardous conditions
- Establish ICS protocols
- Emergency Public Warnings and Information

**Incident Stabilization**

*Incident Command & EOC Response Groups*
- UPD, FM, PIO
- FD & EMS (as needed)
- HAZMAT (as needed)
- S&R (as needed)
- EOC
- RC Team (as needed)
- HL Team (as needed)

*Objectives*
- Conduct initial damage assessment inspections to determine safety of impacted facilities
- Track & monitor conditions of casualties evacuated to medical facilities
- Continue ICS protocols
- Emergency Public Warnings and Information

**Recovery Operations**

*Incident Command & EOC Response Groups*
- UPD, FM, EHS, EMS, FM, PTS, PIO, EOC
- CMET (or individual members as needed)
- Other support teams as needed
- Specialized contracted services as needed (engineers, debris removal, sheltering etc...)

*Objectives*
- Provide support to university community members impacted by incident
- Set up or locate temporary sheltering operations (if needed)
- Conduct comprehensive damage assessment to impacted facilities
- Impacted Division and Departmental COOP teams implement COOP to return to normal operations within 30 days (if needed)
Section VI: Response and Recovery Matrices - Planned Events

Response and Recovery – Major Planned Events

A. **NIMS / ICS Protocols** - UMBC hosts numerous major planned events such as, graduations, QuadMania and large athletic events. NIMS and ICS protocols require that events such as these utilize the ICS as the method for event management.

B. **Departmental Responsibility** - UMBC departments have specific responsibilities and related activities assigned to them for major planned events. Each department is responsible for ensuring coordination with other departments.

C. **Key Personnel** – The University Police Department, in coordination with the departments participating in major planned events will identify key personnel as well as their alternates designated to manage such events.

Planned Event Matrices

A. **Departmental Responsibility** – The University Police Department has overarching responsibility for coordinating the University’s response to any identified hazard or threat. Planned events may not have any identified hazard or threat and it will be incumbent upon the department(s) hosting the event to coordinate event response and management with other departments. The following matrices are designed to be *basic* guidelines for departmental response, however departments or outside entities not listed may be called upon for assistance during a planned event.
### B. Legend – The following legend will apply to all the matrices

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### C. Terminology – See Section V – Response and Recovery Matrices
### Departmental Planned Event Function Matrices:

#### Planned Event Functions

**Athletic Event (Intermediate - Level 2)**

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*X denotes a primary role; X* denotes a supporting role.
### D. Departmental Planned Event Function Matrices:

#### Planned Event Functions

**Athletic Event (Major -Level 1)**

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D. **Departmental Planned Event Function Matrices:**

**Planned Event Functions**

**Indoor Intermediate Scale Event (Level 2)**

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*Some Level 2 Events may not require these services.*
### D. Departmental Planned Event Function Matrices:

#### Planned Event Functions

**Indoor Large Scale Event (Level 1)**

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D. Departmental Planned Event Function Matrices:

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* Some Level 2 Events may not require these services.
## D. Departmental Planned Event Function Matrices:

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Outdoor Large Scale Event (Level 1)

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D. Departmental Planned Event Function Matrices:

Planned Event Functions
Move In / Out (Level 1)

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### D. Departmental Planned Event Function Matrices:

#### Planned Event Functions

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D. Departmental Planned Event Function Matrices:

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