



Emergency Management

UMBC



Crisis Toolkit V1.0. (Updated 08/30/2022)

Crisis Management Plan

Crisis Toolkit

Current as of: 10/10/2022



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THIS IS A TACTICAL LEVEL DOCUMENT
It describes operational procedures and actions to achieve program plan objectives

and A CRISIS MANAGEMENT COMPONENT of the EM Program
It describes measures to mitigate impacts resulting from non-physical incidents

i. Overview

The activities in this Crisis Toolkit fulfill Emergency Management (EM) Program requirements found in University System of Maryland (USM) policy. [See VI-13.00 -- Policy on Campus Emergency Planning, Preparedness, and Response](#). This plan also meets requirements from [VIII-21.00 -- Policy on Crisis Management](#). The Crisis Toolkit is designed to act as a quick reference guide for EMAG decision making. A new toolkit should be created for each incident or crisis for which the EMAG activates using this template (located in the shared crisis management files in Box). This way, information specific to each activation can be maintained and updated over the course of response.

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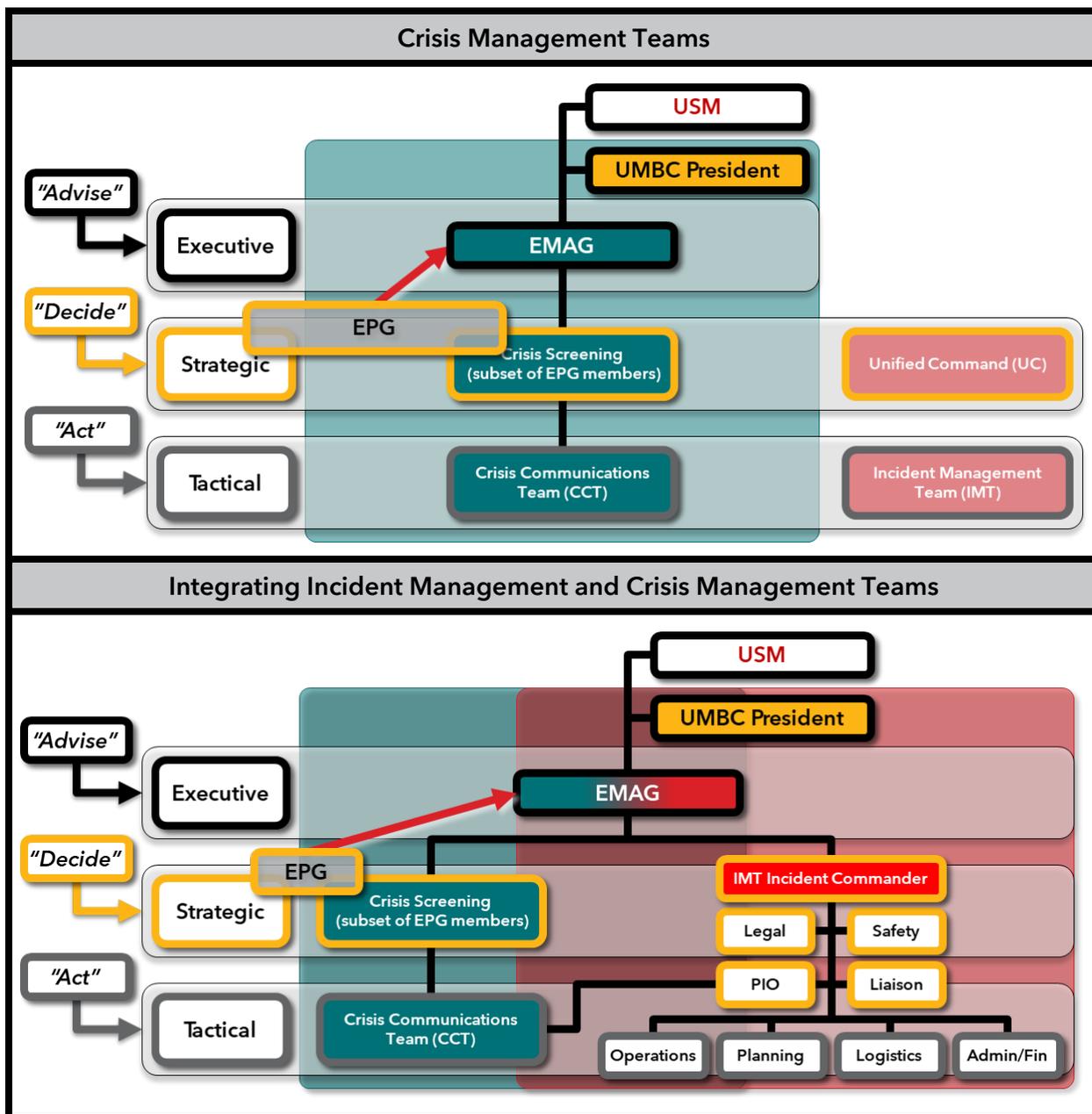
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Response Structure

Our framework states that UMBC’s incident management and crisis management functions are equal, interdependent, and mutually supportive. Our goal is to meet the physical needs of the incident and manage any resulting crisis. Our concept of operations (see Figure 1.) illustrates how we will mitigate the impacts of a physical incident and an associated crisis. All teams share the response space and are mutually supportive.

Figure 1. Concept of Operations for Integrated Response



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Reporting Form (Crisis Toolkit Item 1)

This tool can be used by staff at all levels. Complete and accurate information is rarely available during the early stages of a crisis and there is often no time to wait for more information to emerge. This Reporting Form is designed to capture confirmed facts. It can provide team members with an immediate, common understanding of the current situation. Forward completed Reporting Forms to the Crisis Communications Team (CCT) Leader.

UMBC Crisis Management Plan, Crisis Toolkit Item 1 - Reporting Form (For Internal Use Only)					
Report Title:					
Date Received:				Time Received:	
Report Description:					
Reported By:		Name:		Organization:	
Contact Info:		Phone:		E-Mail:	
Known Facts and Impacts:					
Media/Public Concern:		<input type="checkbox"/> Yes	<input type="checkbox"/> No	Business Interruption:	
				<input type="checkbox"/> Yes	<input type="checkbox"/> No
Details:				Details:	
Provide a description of current response actions:					
Provide a description of planned response actions:					

-- End of Toolkit Item 1 --

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Impact Forecast (Crisis Toolkit Item 2)

This tool is used by the EMAG. The Impact Forecast outlines strategic institutional impacts. Instead of *the worst possible outcome*, forecast *the most probable path* a crisis may take. Focus on likely impacts to stakeholders if the crisis lasts days, weeks, months, or longer.

UMBC Crisis Management Plan, Crisis Toolkit Item 2 - Impact Forecast				
Information Current as of (MM/DD/YYYY):				
Stakeholder Group	Current/Known Facts	Forecasted impacts if the crisis lasts...		
		Days	Weeks	Months
Faculty & Staff				
Students				
Operations				
Reputation				
Legal				
Financial				
Alumni & Fundraising				
Athletics				
Other				

-- End of Toolkit Item 2 --

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Strategic Issue Tracker (Crisis Toolkit Item 3)

This tool can be used by all teams. Each crisis will have its own strategic issues; there will be insufficient time during meetings to fully discuss them all. This tool is a “parking lot” to capture, prioritize, and assign strategic issues. Incorporate them into meeting agendas based on EMAG priorities: *Priority 1 - within 24 hours or less; Priority 2 - within 2 to 4 days; Priority 3 - within 4 to 7 days.* Provide a status for each: either “scheduled”

UMBC Crisis Management Plan, Crisis Toolkit Item 3 - Strategic Issue Tracker			
Information Current as of (MM/DD/YYYY):			
Issue	Priority	Strategic Issue Description	Status
1.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
2.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
3.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
4.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
5.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
6.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
7.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		
8.	<input type="checkbox"/> 1		<input type="checkbox"/> Scheduled for review <input type="checkbox"/> Assigned to: Name:
	<input type="checkbox"/> 2		
	<input type="checkbox"/> 3		

-- End of Toolkit Item 3 --

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Action Item Tracker (Crisis Toolkit Item 4)

This tool can be used by all teams. The Action Items Tracker assigns responsibility for specific tasks to team members. This tool helps ensure assigned actions are completed by a required date and time. An agenda item/objective for each team meeting is to identify action items & completion dates.

UMBC Crisis Management Plan, Crisis Toolkit Item 4 - Action Items Status Tracker			
Information Current as of (MM/DD/YYYY):			
Item	Due Date	Action Item Description	Status:
1.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
2.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
3.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
4.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
5.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
6.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
7.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		
8.			<input type="checkbox"/> Not Started, <input type="checkbox"/> Complete <input type="checkbox"/> In Progress, Assigned to: Name:
	<input type="checkbox"/> Needs Additional Support		

-- End of Toolkit Item 4 --

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Fast Framing Options (Crisis Toolkit Item 5)

This tool is used by the EMAG. Fast Framing compares two competing strategic responses. Use this tool for difficult decisions when options are not clear or when both present risks.

UMBC Crisis Management Plan, Crisis Toolkit Item 5 - Fast Framing Options		
Information Current as of (MM/DD/YYYY):		
OPTION 1:		
BENEFITS: List departmental & institution-wide benefits relative to key stakeholders:		
RISKS: List departmental & institution-wide risks relative to key stakeholders:		
DEPENDENCIES: Describe required actions or decisions critical for credible messaging:		
MESSAGING: What is the best possible messaging strategy to achieve benefits and avoid risks?		
OPTION 2:		
BENEFITS: List departmental & institution-wide benefits relative to key stakeholders:		
RISKS: List departmental & institution-wide risks relative to key stakeholders:		
DEPENDENCIES: Describe required actions or decisions critical for credible messaging:		
MESSAGING: What is the best possible messaging strategy to achieve benefits and avoid risks?		

-- End of Toolkit Item 5 --

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-- End of Document - Nothing Follows --