



# Emergency Management

UMBC



Plan Template V1.0. (Updated 02/28/2022)

# Emergency Management Strategic Plan

A Vision & Framework for Success

Revision Date: 02/06/2023



# UMBC's Emergency Management Strategic Plan: A Vision & Framework for Success



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**THIS IS A STRATEGIC LEVEL DOCUMENT**  
It informs objectives for operational procedures and program plans

**and A PREPAREDNESS COMPONENT of the EM Program**  
It describes training, preparedness, or prevention activities

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## Overview

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## Attachments

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- UMBC Unified Command and Incident Management Team (IMT) Proposal Memo

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## Proactive Emergency Management (EM)

### Where are we now?

- UMBC's current EM program is *decentralized*.
- EM functions are *spread out* across departments without oversight.
- Well intentioned planning efforts occur *without a definitive scope*, goal, or common vision.
- Independent pockets of strong institutional knowledge exist across campus *within individuals*.



*Leave behind the REACTIVE  
crisis response mindset*

### Where do we need to go?

- *Empower* EM professionals to unify all aspects of the program.
- *Coordinate* diverse capabilities, aligned under a single framework.
- *Cooperate* to ensure planning is mindful of impacts on each department's piece of the mission.
- *Standardize* language and problem-solving techniques in easy-to-use products and documents.



*Adopt a PROACTIVE  
preparedness model*

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## Program Objectives

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- Provide strategic direction to build and enhance EM capabilities.
- Reduce our vulnerability to natural, accidental, and intentional *hazards.\**

*\*EM Objectives are met in the context of physical incidents of hazards that may impact life safety and security, property, the environment, and operations.*

- Empower Emergency Managers at all levels to ensure coordination, cooperation, and focused effort from **the entire University\*\*** and its many partners.

*\*\*Not everyone is an Emergency Manager, but everyone can manage emergencies at their level - this is vital to success and must be cultivated.*

- **Create a shared vocabulary:**
  1. A hazard is a potential source of physical harm.
  2. A physical incident is the actual occurrence of that hazard.
  3. A crisis may result from a physical incident or from a non-physical negative event.

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## Policy

- **USM VI-12.00: Policy on Emergency Conditions Cancellation and Release of Employees.**
- **USM VI-13.00: Policy on Campus Emergency Planning Preparedness and Response.**
- **USM VIII-20.00: Policy on Enterprise Risk Management.**
- **USM VIII-21.00: Policy on Crisis Management.**
- **Key Points:**
  1. There is overlap and inconsistency between these policies.
  2. Development of the EM leadership model is within the scope of the EM Program.
- **EM Policies, Scope, Purpose, and Required Plans:**

Policy	Emergency Conditions	Emergency Management	Crisis Management	Risk Management
	USM VI-12.00	USM VI-13.00	USM VIII-20.00	USM VIII-21.00
<b>Scope</b>	Covers THE CANCELLATION OF CLASSES OR THE RELEASE OF EMPLOYEES because of inclement weather, fire, power failure, civil disorders or other <b>unusual circumstances which may endanger students and/or employees.</b>	Covers PHYSICAL SAFETY AND SECURITY; emergencies impacting <b>protection of individuals</b> , facilities, IT security and infrastructure, business functions, and academic and research continuity.	Covers UNANTICIPATED NEGATIVE EVENTS WITH NON-PHYSICAL AND REPUTATIONAL IMPACTS. <b>MAY include physical safety and security emergencies</b> from VI-13.00.	Covers STRATEGIC, FINANCIAL, AND OPERATIONAL RISK EXPOSURES; <b>potential negative impacts on the institution's ability to pursue its mission</b> or achieve key strategic goals and objectives.
<b>Purpose</b>	Governs work and the use of leave in the event of an <b>emergency condition.*</b> <i>*Emergency condition definitions are response triggers.</i>	Prepare the campus community. Reduce loss of life and property. Respond and recover. Maintain mission essential functions.	Establish a process and set of protocols and steps for use in responding to events that each level considers a crisis.	Assess potential risks and exposures, evaluate the probability and the impact of each and where appropriate, adopt risk mitigation strategies.
<b>Plans</b>	Designations for <b>Essential Employees*</b> <i>*This directly influences departmental Continuity of Operations Plans</i>	Emergency Operations Plan to include a: <ul style="list-style-type: none"> <li>● Continuity of Operations Plan</li> <li>● Recovery Plan</li> <li>● Comprehensive Communications Plan</li> <li>● Hazard and Risk Assessment</li> <li>● Outbreak Response Plan</li> </ul>	<b>Crisis Management Plan*</b> <b>Crisis Communications Plan*</b> <i>*These are annexes of the EOP</i>	<b>An inventory, or register, of risks and exposures</b> with the potential significance in terms of both likelihood and impact. Analysis of how the strategic interests and goals of the institution could be impacted.

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## Program Model

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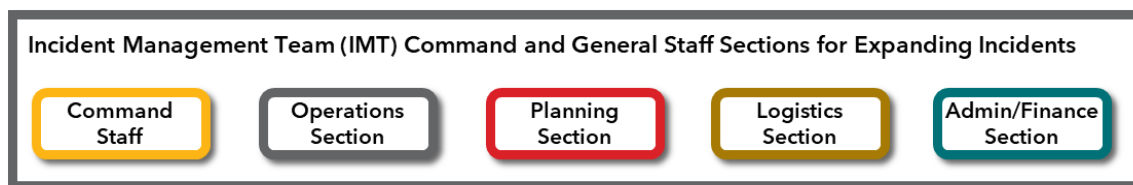
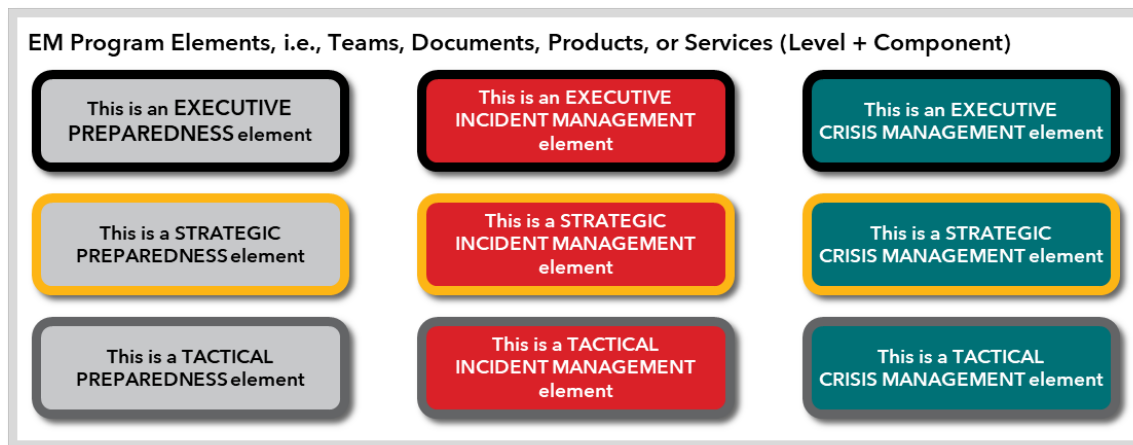
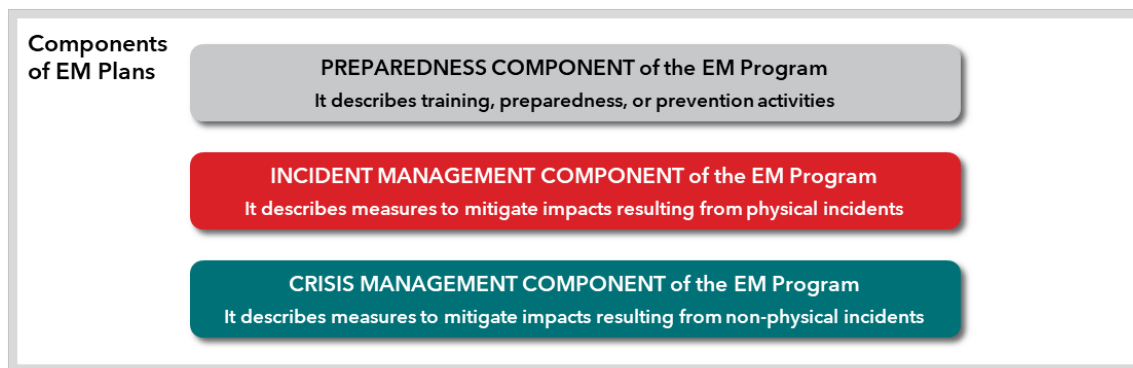
- **Adopt a PROACTIVE model of INTEGRATED RESPONSE.**
  1. Seek **readiness for known hazards\*** identified in the Hazard Vulnerability and Risk Assessment (HVRA).

*\*Readiness = ability to use our resources, take immediate action, and mitigate (reduce) negative impacts of an actual incident; this depends on situational awareness and well-documented of institutional knowledge.*

  2. Avoid being reactive to unknown/unanticipated crises.
  3. Treat Incident/Crisis Management as equal and interdependent.
  4. Account for Executive, Strategic, and Tactical leadership levels.
  5. Recognize preparedness and Incident/Crisis Management components at each level.
- **A leadership level + a program component = a program element.**
  1. EM program elements can be teams, documents, products, or services.
  2. Categorizing each initiative keeps us organized and helps ensure that all involved know their roles.
  3. Every plan, guide, or procedure will clearly state how it fits into the overall framework of the EM program.

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## Program Model (Cont.)



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## **Program Framework**

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- **Match every policy requirement to a program element.**
  1. Clearly communicate the relationship between Federal guidance, policy, strategy, and operational plans.
  2. Be mindful of the relationships between interrelated plans and the consequences they can have for each other's objectives.
  3. Plans and procedures must meet UMBC's unique needs.
- **The Base EOP explains the entire EM framework. Objectives:**
  1. Increase campus community readiness.
  2. Describe mitigation measures to reduce negative impacts from incidents.
  3. Illustrate our response and recovery methodology.
  4. Provide an understanding of campus mission essential functions (continuity of operations).
- **Appendices and Annexes will expand on the base plan.**
  1. Appendices = operational procedures. They are "how-to-guides" that state detailed, specific actions necessary to meet policy requirements.
  2. Annexes are programmatic or departmental plans. They are "coordinated agreements" that fulfill specific purposes and can be standalone documents independent of the base plan.

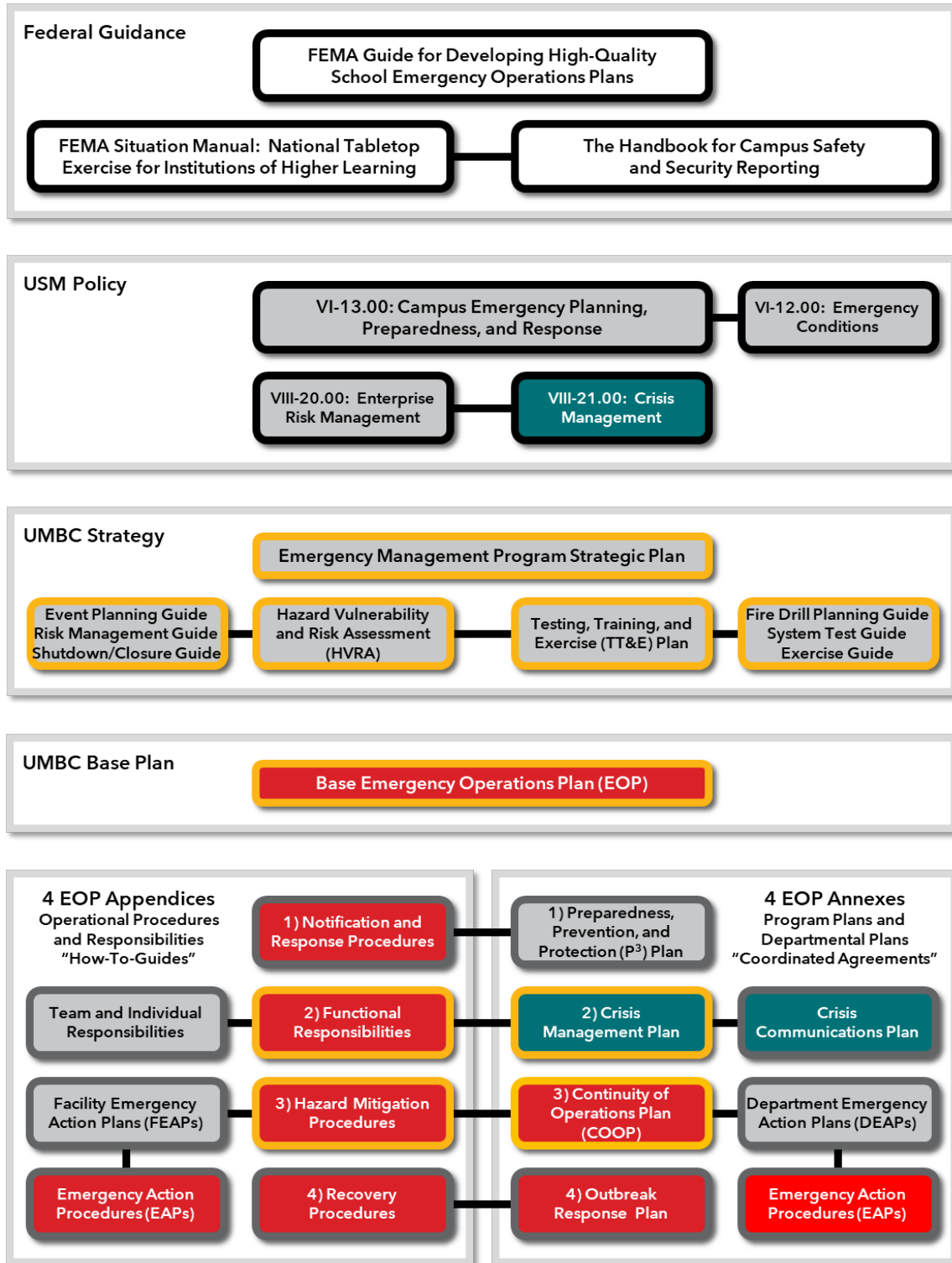


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## EM Program Framework (Cont.)



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## Executive EM Leadership

- Adopt a **PROACTIVE\*** model of integrated readiness & response.

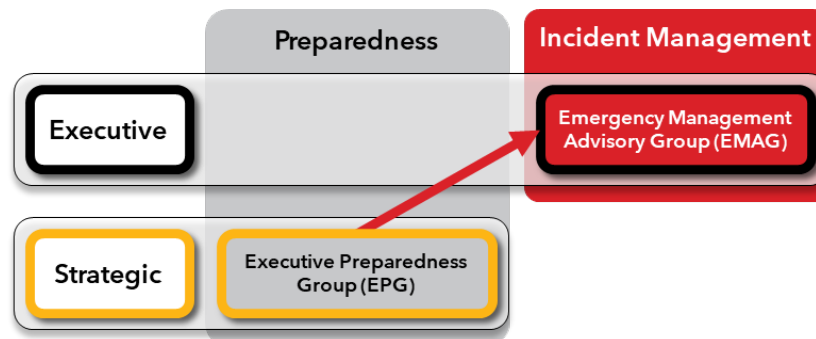
*\*Seek readiness; avoid being reactive to the unknown; teams are equal and interdependent; account for all leadership levels.*

- **Executive Preparedness Group (EPG)**

1. A proactive steering committee for all EM Program initiatives.
2. Provides coordinated input, policy, and administrative guidance.
3. Focuses on known hazards in the HVRA, not unknown risks.
4. Develops strategy and prioritizes actions for teams at each level.
5. The EPG transforms into the EMAG only during an incident or crisis.

- **Emergency Management Advisory Group (EMAG):**

1. An executive-level response oversight team.
2. Strategic preparedness informs *executive oversight\** during response.
3. Consists of Core and Extended groups (as stated in the Crisis Management Plan).
4. Receives incident/crisis information; provides strategic direction as stated by the University President; supports the University President; coordinates with USM.
5. Oversees long term recovery and prioritizes corrective actions.



*\*The President, as the chief executive officer for the University, retains final authority and responsibility for the protection of individuals, facilities, and infrastructure as well as business, academic, and research continuity. The EMAG aids in these responsibilities during in actual physical incident or crisis.*

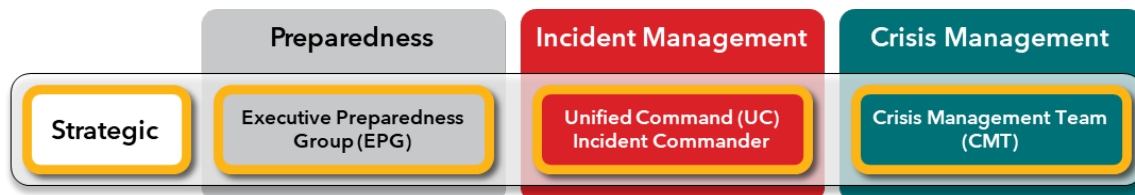
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## Strategic EM Leadership

- **Unified Command (UC):**
  1. Assembled for a physical incident involving public safety/physical security, facility/physical infrastructure, or IT/communication systems.
  2. Follows the Incident Command System (ICS).
  3. Incident Command is based on incident type and functional authority.
  4. Determines incident objectives.
  5. Allows us to integrate with outside agencies.
  6. See attached draft proposal memo "UMBC Unified Command and Incident Management Team (IMT)."
- **Crisis Management Team (CMT):**
  1. *Separate\** from the EPG/EMAG and UC.

*\*"EPG" instead of "CMET"...remove the word "crisis" from the name and replace with "preparedness." Stop reacting to unanticipated crises. Adopt a proactive mindset and be prepared for known hazards.*

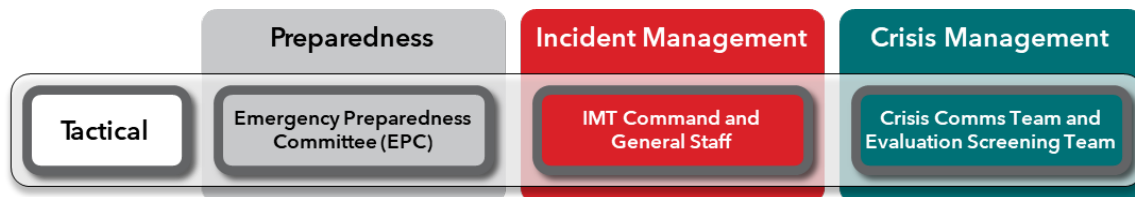
2. Act independent of a UC for non-physical incidents.
3. Easily integrate with the UC and IMT when necessary.



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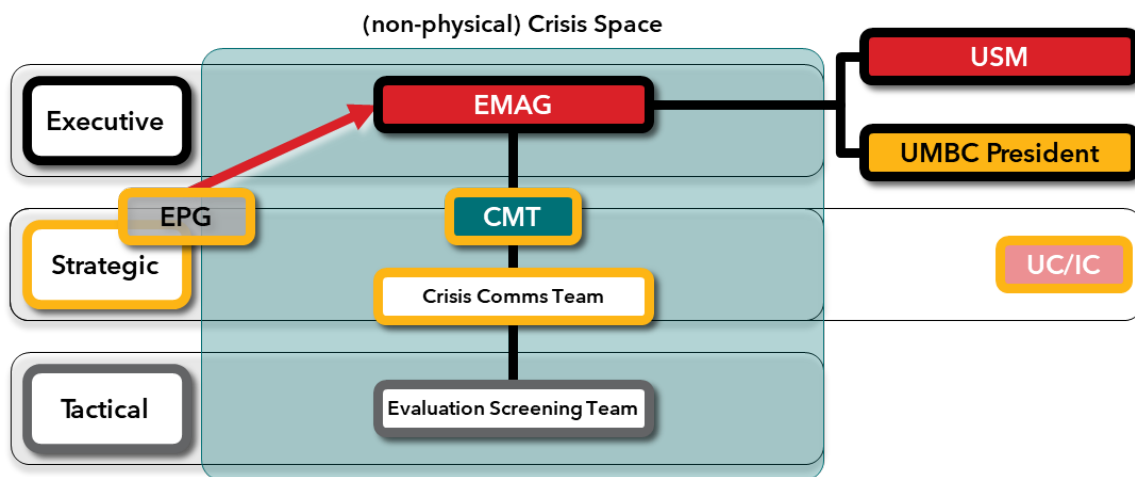
## Tactical EM Leadership

- **Emergency Preparedness Committee (EPC):**
  1. A proactive steering committee for the base EOP.
  2. Reviews operational procedures.
  3. Recommends training & exercise requirements.
  4. Examines new, emerging hazards.
  5. An "idea-center;" develops innovative preparedness concepts, initiatives, and services for the UMBC community.
- **Incident Management Team (IMT):**
  1. Oversees response and recovery actions for physical incidents.
  2. Achieves incident objectives as determined by the UC.
  3. Mitigates incident impacts with standardized procedures.
  4. Supports external responders.
- **Crisis Communications Team:**
  1. Develops crisis response strategy.
  2. Manages internal and external stakeholder communications.
- **Evaluation Screening Team:**
  1. Receives incident information.
  2. Screens reports for escalation.



## Integrated Response

- **The CMT responds to a "crisis:"**
  1. A negative event unanticipated and without formulated plans.
  2. A negative event planned for but at an unanticipated a rate or pace.
  3. A confluence of events anticipated and planned for individually, but not in combination.
- **(Non-physical) crisis space:**
  1. Mitigate impacts resulting from non-physical incidents.
  2. The CMT owns the strategic and tactical response space.

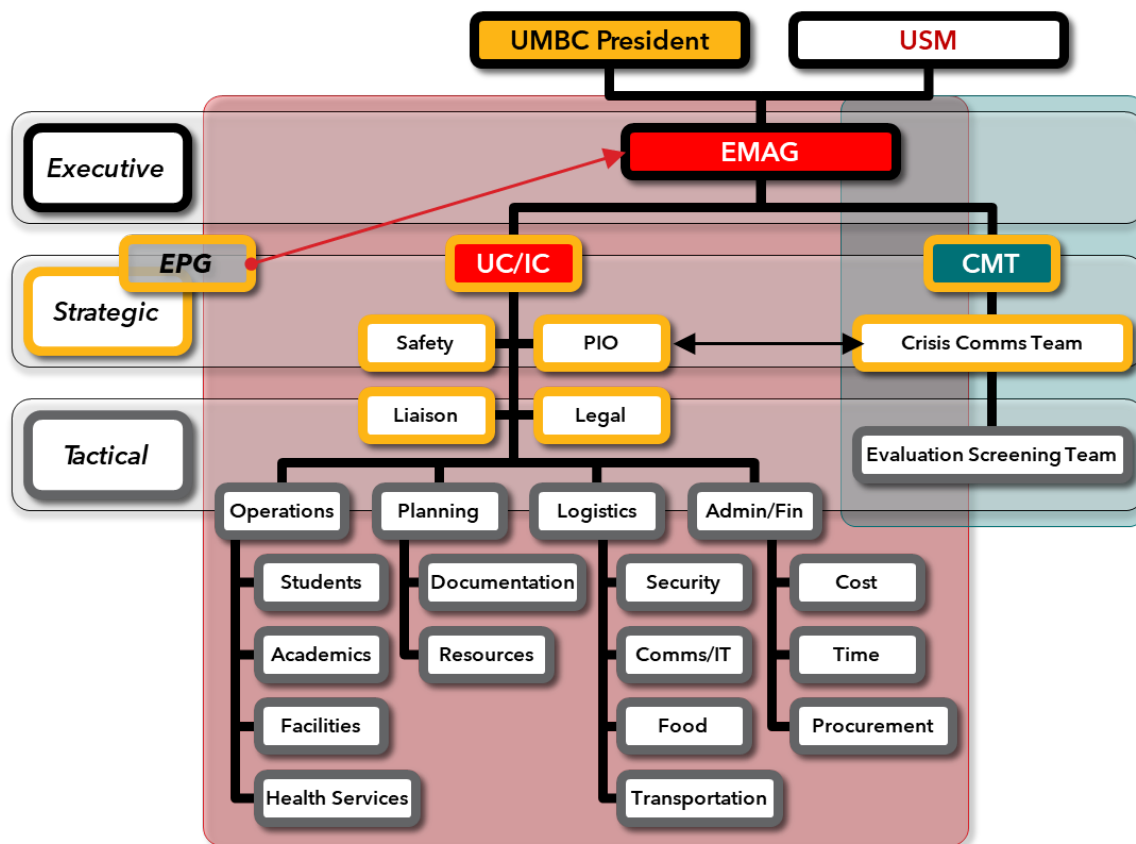


3. The EPG transforms into the EMAG to provide continuous executive oversight during response, support the University President, and coordinate with USM.
4. The UC can be alerted and can prepare to activate if a physical safety or security incident develops.

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## Integrated Response (Cont.)

- Crisis and Incident Management Teams share the (physical) incident space and are mutually supportive.**
  - Always assume that impacts from a physical incident will generate a crisis; be ready to manage both simultaneously.
  - Mitigate impacts resulting from public safety/physical security, facility/physical infrastructure, or IT/communication system incidents.
  - All teams share the response space and are mutually supportive.



- The EPG transforms into the EMAG to provide continuous executive oversight during response, support the University President, and coordinate with USM.
- Activate all IMT Command Staff positions and General Staff Sections to mitigate expanding, complex incident impacts.

## Next Steps

- Complete designation letters to specify EM program ownership and to establish UC/IMT roles and responsibilities. *In-progress*
- Reorganize the CMET into the EPG. ✓
- Draft new charters for the EMAG, EPG, and EPC. ✓
- Assign Core and Extended EMAG positions. ✓
- Formally assign IMT Command and General Staff primary and alternate positions. *In-progress*
- Provide an executive summary briefing to the UMBC President. ✓
- Develop strategy documents.
  1. Draft and approve an EM Strategic Plan detailing this framework. ✓
  2. Complete the 2022 THIRA to determine current hazards. *In-progress*
  3. Initiate a TT&E plan detailing ICS training standards for all teams. *In-progress*
- **Revise the Base EOP.** ✓
  1. Draft Annexes and Appendices. *In-progress*
  2. Develop EAPs to mitigate impacts from incidents. *In-progress*
- **This model reflects a proven "All-Hazards" strategy.**
- **Requires a mindset change: UMBC must proactively prepare for the most likely hazards instead of reacting to the unknown.**