

Concept of Operations: Incident & Crisis Management

Updated: 09/07/2023

John Schaible **Emergency Manager UMBC** Police Department Email: schaible@umbc.edu

Cell: (443) 981-9028

Office: (410) 455-2572 For more information about UMBC emergency management, please visit:



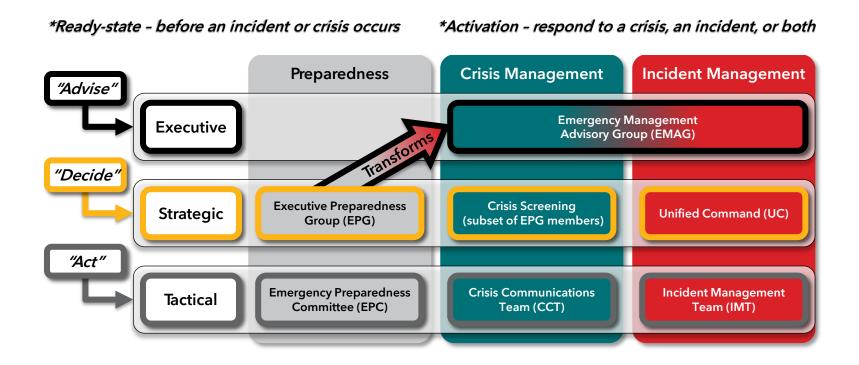
All resources are available in Box: EMAG and Crisis Management Plan for Senior Staff.

- Seek readiness.
 - Know how to use existing resources.
 - Take immediate action.
 - Mitigate (reduce) negative impacts of an actual incident.
- Remain proactive.
 - Be prepared for known hazards.
 - Avoid being reactive to the unknown (avoid "what if?").
 - Account for all leadership levels.
- Empower people.
 - Not everyone is an Emergency Manager, but everyone can manage an emergency at their level.
 - Coordinate diverse capabilities.
 - Cooperate and be mindful of impacts on each department's mission.
 - Standardize language and problem-solving in easy-to-use products.
 - Document essential functions for continuity.



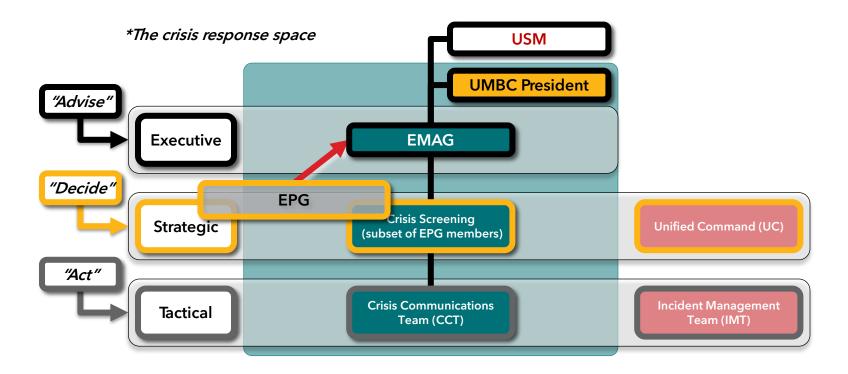
Emergency Operations Model

- Proactive readiness & response.
 - 3 leadership levels: Executive, Strategic, and Tactical.
 - 3 action components: Preparedness, Crisis, and Incident Management.
 - Components are equal, interdependent, and mutually supportive.
- Purpose: "manage the chaos."
 - Team building, define roles and responsibilities.



(non-physical) Crisis Space

- Mitigation of impacts resulting from non-physical incidents.
 - The Crisis Screening Team owns the strategic response space.
 - The EPG moves from a preparedness role and becomes the EMAG to provide response oversight and advise the President.
 - The CCT develops crisis communications strategies and messages.
 - The Unified Command and IMT may activate if a physical incident develops.





Crisis Screening Process

REPORT OF NEGATIVE EVENT **SCREENING DECISION** Facilities/Maintenance **EMERGENCY** Facilities & grounds safety, construction costs, Natural disaster, active shooter or workplace power outage, equipment or facility malfunction violence, building fire, HAZMAT release Option 1: **ACTIVATE** Info Technology **EMAG EMAG Member Request** Social media abuse, unauthorized data modification, data compromise or breach, Any core EMAG member can request that obsolescence or extended downtime **EMAG** activates Student/Campus Life Sexual assault, free speech issues, mental health, protests or building occupation, minors on **Option 2:** campus, acts of hate or bias MONITOR/ **MEETS ASSIGN** REPORTING Faculty/Staff **RESPONSE CRITERIA** Academic freedom, unionization, plagiarism, recruitment or retention, morale, admission or

Financial/Legal

sports scandals

Conflicts of interest, fraud or malfeasance, regulatory requirements, budget cuts or insufficient funds, international activities

Research

Misconduct, environmental safety or health, IP infringement, unethical or unapproved human or animal research

Return the issue to the owning division, school, college or team

Option 3: NO ACTION REQUIRED

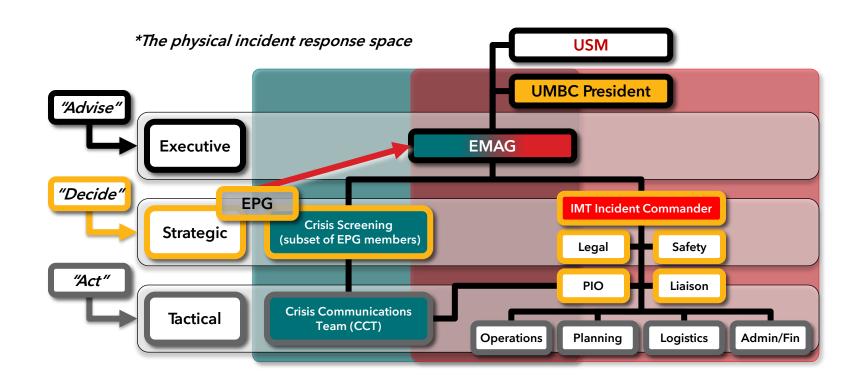
EMAG Activation Criteria

• Screening Team decision:

Action Level	EMAG activation criteria and required reporting
Option 1: ACTIVATE EMAG	RED - EMAG activation - criteria: ✓ Response will require a broad, coordinated, and cross-functional approach. ✓ Expect significant reputational and strategic implications. ✓ Expect sustained, active engagement by senior leaders. Required reporting: Inform the President. The President must inform the Chancellor and Vice Chancellor for Communications. The President may need to inform other USM leaders, Regents, and other external key stakeholders.
Option 2: MONITOR/ ASSIGN RESPONSE	YELLOW - Monitor/assign response - criteria: ✓ The event or issue warrants continued monitoring. ✓ Currently, there is no broader impact, but resolution will require coordination between two or more UMBC Divisions, Schools, or Colleges. ✓ May require coordinated stakeholder communications. ✓ Identify a core or extended EMAG member as Project Point to manage, coordinate, and ultimately resolve the issue. Required reporting: Ensure all core and extended EMAG members and the President are informed. EMAG activation/management is NOT required. Project Point must clearly define for EMAG reporting and monitoring expectations.
Option 3: NO ACTION REQUIRED	GREEN - No action required - criteria: ✓ Event or issue is either being appropriately managed by the relevant team or department. ✓ Situation is stable and is expected to remain so. Required reporting: Inform core EMAG members. No further reporting is necessary.



- Objectives: 1) Mitigate impacts resulting from *physical incidents*;
 2) work toward recovery.
 - All teams share the response space and are mutually supportive.
 - Impacts from a physical incident may generate a crisis...be ready to manage both simultaneously





 Crisis Screening, Executive Preparedness Group (EPG), and President's Emergency Management Advisory Group (EMAG).

Crisis Screening Team	Core EMAG members (the EPG)	Extended EMAG members (as needed)
 VP for Administration & Finance (Lead) VP for Student Affairs VP for Institutional Advancement VP for University Communications & Marketing Associate VP & Chief Human Resources Officer General Counsel 	 VP for Administration & Finance VP for Student Affairs VP of University Communications & Marketing Associate VP & Chief Human Resources Officer VP for Information Technology Provost 	 Dean, CNMS Dean, CAHSS Dean, COEIT Dean, Erickson School Vice Provost & Dean, Graduate School Vice Provost & Dean, Undergraduate Academic Affairs VP for Research & Creative Achievement
 Emergency Manager (scribe) Other subject matter experts as needed (e.g., Chief of Police, BRACT Lead). 	Chief of Staff to the PresidentGeneral CounselEmergency Manager	Other subject matter experts, partners, or student, faculty, & staff consultants

• Unified Command: Designated Incident Commanders and Deputies.

Physical Incident Type	Incident Commanders and Deputies
Incidents impacting public safety or physical security	Incident Commander: Chief of Police, Police Department Deputy: Deputy Chief of Police, Police Department
Incidents impacting facilities or physical infrastructure	Incident Commander: Associate VP, Facilities Management Deputy: Director of Operation & Maintenance, Facilities Management
Incidents impacting IT or communication systems	Incident Commander: Senior Assoc. VP/Deputy CIO, Information Technology Deputy: Asst. VP/CISO/CPO, Information Technology



 Crisis Communications Team (CCT): Develop crisis communications strategies and messages.

CCT Members		
Team Lead:	VP for University Communications & Marketing	
Team Coordinator:	Executive Administrative Assistant to the VP for Communications & Marketing	
News & Information:	Currently unidentified	
Stakeholder Communications:	Currently unidentified	
Website Updates:	Director of Digital Strategy, Institutional Advancement	
Social Media:	Assistant Director of Social Media, Institutional Advancement	
Student Affairs:	Communications Specialist, Student Affairs	

• Emergency Preparedness Committee (EPC): A group representing critical campus functions that reviews EM Program components and develops new initiatives

Core EPC members	Extended EPC members
Emergency Manager	Deputy CIO, Division of Information Technology
Chief of Police, UMBC Police Department	Director, Residential Life
Director, Environmental Health & Safety	Director, Retriever Integrated Health
Associate VP, Facilities Management	Executive Director, Procurement



• Incident Management Team (IMT) Command Staff.

IMT Command Staff leads and deputies		
Safety Officer	Lead: Asst. Director, Environmental Safety & Health Deputy: Environmental Manager, Environmental Safety & Health	
Liaison Officer	Lead: Fire Protection Specialist, Environmental Safety & Health Deputy: Support Services Commander, Police Department	
Public Information Officer	Lead: Director, Community Engagement, Institutional Advancement Deputy: Director of Communications & Content Strategy, Institutional Advancement	
Legal Officer	Lead: Assoc. General Counsel, Office of the General Counsel Deputy: University Counsel, Office of the General Counsel	

• IMT General Staff.

Updated: 09/07/2023

IMT General Staff leads and deputies		
Operations Section Chief	Lead: Currently unidentified Deputy: Currently unidentified	
Planning Section Chief	Lead: Emergency Manager, Police Department Deputy: Currently unidentified	
Logistics Section Chief	Lead: Director, Environmental Safety & Health Deputy: Assistant Director, Environmental Safety & Health	
Admin/Finance Section Chief	Lead: Currently unidentified Deputy: Currently unidentified	



- Continued awareness of roles and responsibilities.
 - Fill vacancies and designate new team members.
 - Provide new opportunities to diversify recruit new directors and managers.
- Provide training levels of knowledge:
 - Know this concept of operations.
 - Know your role.
 - Know how campus works.
 - Know how it all fits together.





Senior Leader Emergency Actions

UMBC EMERGENCY ACTIONS

DETECT

What do you observe? What have you been told? Record your observations.

VERIFY

Confirm campus IMPACTS on people, buildings, or operations? How severe?

NOTIFY

Activate an awareness text alert no later that 15 mins after detection. Who has been called? Who must you call? Set 2 OBJECTIVES: 1) est. time required for the right people to respond to campus; 2) follow-up time(s) to receive updates.

ACT

Threat to life safety or security? Order an evacuation, lockdown, or shelter-in-place. Ensure your personal safety first, then the safety of others.

END?

RESTART these steps when conditions change. Can we return to normal? Will any impacts persist?

IMPACTS

- □Life safety systems
- □Gas/electrical/water
- □Hazardous materials
- □Labs/research/classes
- □Residential students
- □Childcare/camps
- □Events/athletics
- □Leave/pay/shift work
- □Transit/parking

RESOURCES

- □Police/Safety staff
- □On-call staff
- □On-call contractors
- □ Facility Managers
- □Incident Management Team (IMT)
- ■Text alerts
- □Public address/siren
- □ Response Guides

Go to the source. Write it down. Take photos if you can.

Determine physical impacts to safety or security. Think ahead to financial, reputational, or strategic institutional impacts.

Request an alert from UMBC Police. Organize your efforts. Call for a Screening Team meeting or a EMAG meeting. Set these 2 objectives with each person you contact for help or information to ensure follow-up happens.

Evacuate for an immediate threat inside a building. RUN-HIDE-FIGHT for an immediate active assailant threat in your area. LOCKDOWN if the active assailant is NOT in your immediate area. SHELTER-IN-PLACE for outdoor environmental hazards.

DO NOT return to normal operations until UMBC Police issue the ALL-CLEAR alert. Check on your people. Initiate Psychological First Aid.



- Visit https://police.umbc.edu/emergency-preparedness/.
- Emergency Operations Plan (EOP).
- Readiness assessments:
 - Walkthrough your physical space, review occupant behaviors, and identify ways to apply RUN-HIDE-FIGHT survivor actions.
 - Readiness Assessment Overview and Methodology.
- Active Assailant Awareness.
 - Active Assailant Awareness Overview.
 - Active Assailant Awareness Training.
 - Active Assailant Survivor Actions Response Guide.
 - Safe Haven Guidelines.
 - RUN HIDE FIGHT Classroom Security Guide.
 - RUN HIDE FIGHT Office Security Guide.
- Response Guides.
 - Terrorism, Bomb Threat, or Suspicious Item.
 - Campus Closure and Cancellation of Classes.



Terms and Definitions

Term	Definition
BRACT	Behavioral Risk Assessment and Consultation Team. This is a small interdisciplinary team that assists faculty, staff, and students with situations and behaviors that are concerning, disruptive, and/or threatening.
Crisis	A negative event that: 1) was unanticipated and for which plans had not been formulated; 2) had been planned for but happened at a rate/pace unanticipated; or 3) resulted from a confluence of events anticipated/planned for individually, but not in combination. A crisis may result from a physical or a non-physical negative event.
ССТ	Crisis Communications Team. Manages internal and external stakeholder communications during a crisis.
EAPs	Emergency Action Procedures. The immediate actions taken during an incident or disruption to mitigate impacts on safety, security, or operations. They are short checklists that simplify procedures. EAPs state no more than five immediate actions anyone can take to mitigate impacts: 1) detect; 2) verify; 3) notify; 4) act; and 5) end.
EMAG	The Emergency Management Advisory Group. When activated, the EPG transforms into the core EMAG during an actual incident or crisis. They advise the University President, support response objectives, and coordinate with USM. Others may be added to an extended EMAG as needed.
EPC	A proactive steering committee for the base EOP. Required by USM Policy VI-13.00. Reviews and approves all current EM Program components and new initiatives for EPG approval.
EPG	Executive Preparedness Group. A proactive steering committee for EM Program initiatives during normal operations. They transform into the core EMAG during a physical incident, crisis, or continuity disruption.
ЕОР	Emergency Operations Plan. The Base EOP explains our EM framework and must be updated at least annually. Appendices and annexes detail EM program elements.
Incident Command	The Incident Commander has overall authority and responsibility for management of incident operations. This includes establishing and overseeing accomplishment of incident response objectives.
IMT	Oversees response and recovery actions for physical incidents. Achieves the UC's incident objectives.
Screening Team	A subset of EMAG members evaluate reports of potentially negative events that may constitute a crisis.