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

Base Emergency Operations Plan (EOP)

Our Emergency Management Framework

Revision Date: 09/27/2023

UMBC

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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

i. Overview

The activities in this plan 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 Base Emergency Operations Plan (EOP) serves as our institutional framework for coordinating all emergency management activities. Normal day-to-day procedures may be insufficient when responding to physical incidents, crises, or disruptions. Extraordinary measures may need to be implemented quickly to reduce impacts on life, property, the environment, and operations. This plan describes how UMBC will organize and increase our readiness.

This plan is a STRATEGIC level, PREPAREDNESS component of UMBC's EM program. USM Board of Regents' (BOR) VI-13.00--Policy on Campus Emergency Planning, Preparedness, and Response, requires UMBC to:

"develop and maintain a campus emergency management program to prepare its campus community in the event of an emergency or incident, mitigate measures to reduce loss of life and property, respond to and recover from emergencies, and maintain campus mission essential functions."

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. UMBC's Emergency Manager is responsible for leading preparedness, response, recovery, and mitigation efforts across the UMBC community, and coordinating procedures to meet the requirements of this policy.

This is not an emergency response tool. This plan is a means of documenting institutional knowledge to assist with readiness. We will use this plan to develop simplified checklists, guides, and other tools to save lives and safeguard property during an actual incident.

This document uses hyperlinks to navigate the plan. To jump to a specific section in electronic form, click on any section in the Table of Contents. Click the UMBC banner at the top of any page to return to the Table of Contents.

Review this plan fully before making revisions. Familiarize yourself with the main sections to understand how information is structured. Meet with subject-matter experts to include accurate, up-to-date information.

ii. Applicability

This plan is applicable to the UMBC campus and UMBC affiliate locations to include: Universities at Shady Grove (USG); Lion Brothers Building; Rita Rossi Colwell Center; BWTech South; BWTech North; OCA Mocha; and Choice/Shriver Center, Hyattsville.

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iii. Approvals

I am pleased to present UMBC's Base Emergency Operations Plan (EOP), a flexible all-hazards framework for emergency management. This plan serves as our foundation for readiness. It describes how UMBC organizes to prevent, respond to, and recover from incidents that impact the University.

UMBC must have a comprehensive emergency management program to remain resilient. Regardless of the hazard, we must take unified action to support our community of students, staff, faculty, and visitors. UMBC supports individual and organizational readiness. We encourage our community to uphold the University's core values of inclusive excellence, collaboration, innovation, and impact during even the most difficult of times.

The University's Emergency Manager is the individual designated to oversee our emergency planning. This includes prevention, preparedness, response, recovery, and continuity of operations. This individual is empowered to execute the emergency management program based upon guidance from national, state, and local directives, including the University System of Maryland, and has the authority to amend this plan. The University's Emergency Manager is ready to support each College, Division, and affiliate with the tools, training, and services necessary to meet the objectives of this plan and the needs of the UMBC community.

This EOP was designed with input and direction from the whole community of University stakeholders. We will update this plan at least annually or as necessary based on the changing needs of the University. This version supersedes all others and accounts for the most current practices. For any questions or recommendations please contact:

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John Schaible, Emergency Manager, UMBC Police Department   Date

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Part 1. Introduction

UMBC is vulnerable to a variety of known hazards. Our actions must be intentionally organized and collaborative to ready our community for the most likely hazards.

A. Purpose

This plan illustrates our framework for planning and delivering EM services to the UMBC community. Our framework addresses requirements from USM policy. It describes our program structure in conjunction with other guidance, strategy, plans, and procedures.

Figure 1.1. UMBC's Emergency Management Program Framework
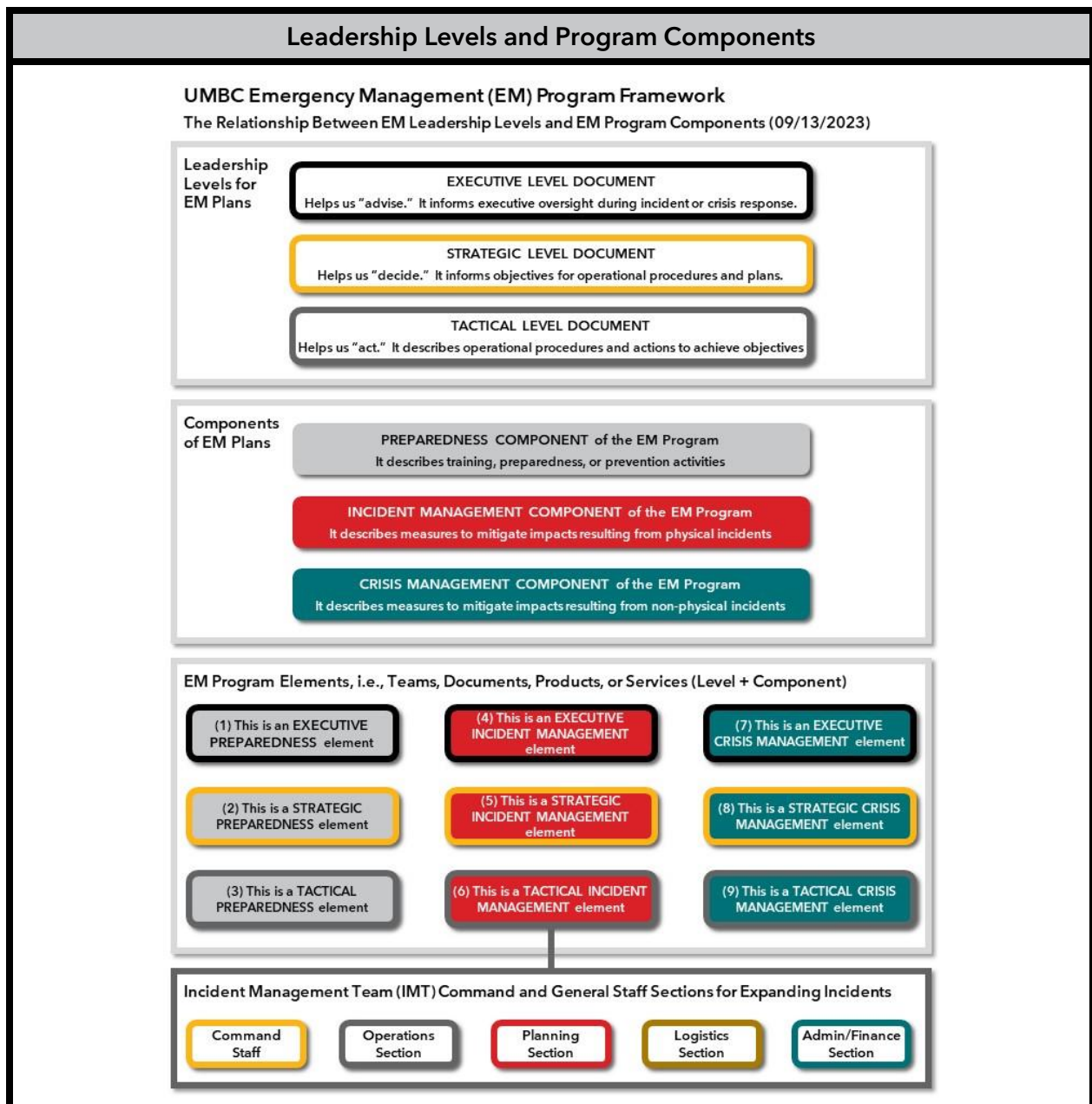
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Figure 1.2. UMBC's Emergency Management Program Framework (cont.)

Federal guidance, policy, strategy, and operational plans

UMBC Emergency Management (EM) Program Framework
Federal Guidance, Policy, Strategy, and Operational Plans (09/13/2023)

Federal Guidance
- FEMA Guide for Developing High-Quality School Emergency Operations Plans
- FEMA Situation Manual: National Tabletop Exercise for Institutions of Higher Learning
- The Handbook for Campus Safety and Security Reporting

USM Policy
- VI-13.00: Campus Emergency Planning, Preparedness, and Response
- VIII-20.00: Enterprise Risk Management
- VII-12.00: Emergency Conditions
- VIII-21.00: Crisis Management

UMBC Strategy
- Hazard Vulnerability and Risk Assessment (HVRA)
- Testing, Training, and Exercise (TT&E) Plan
- Corrective Action & Improvement Plan

UMBC Base Plan
- Base Emergency Operations Plan (EOP)

4 EOP Appendices
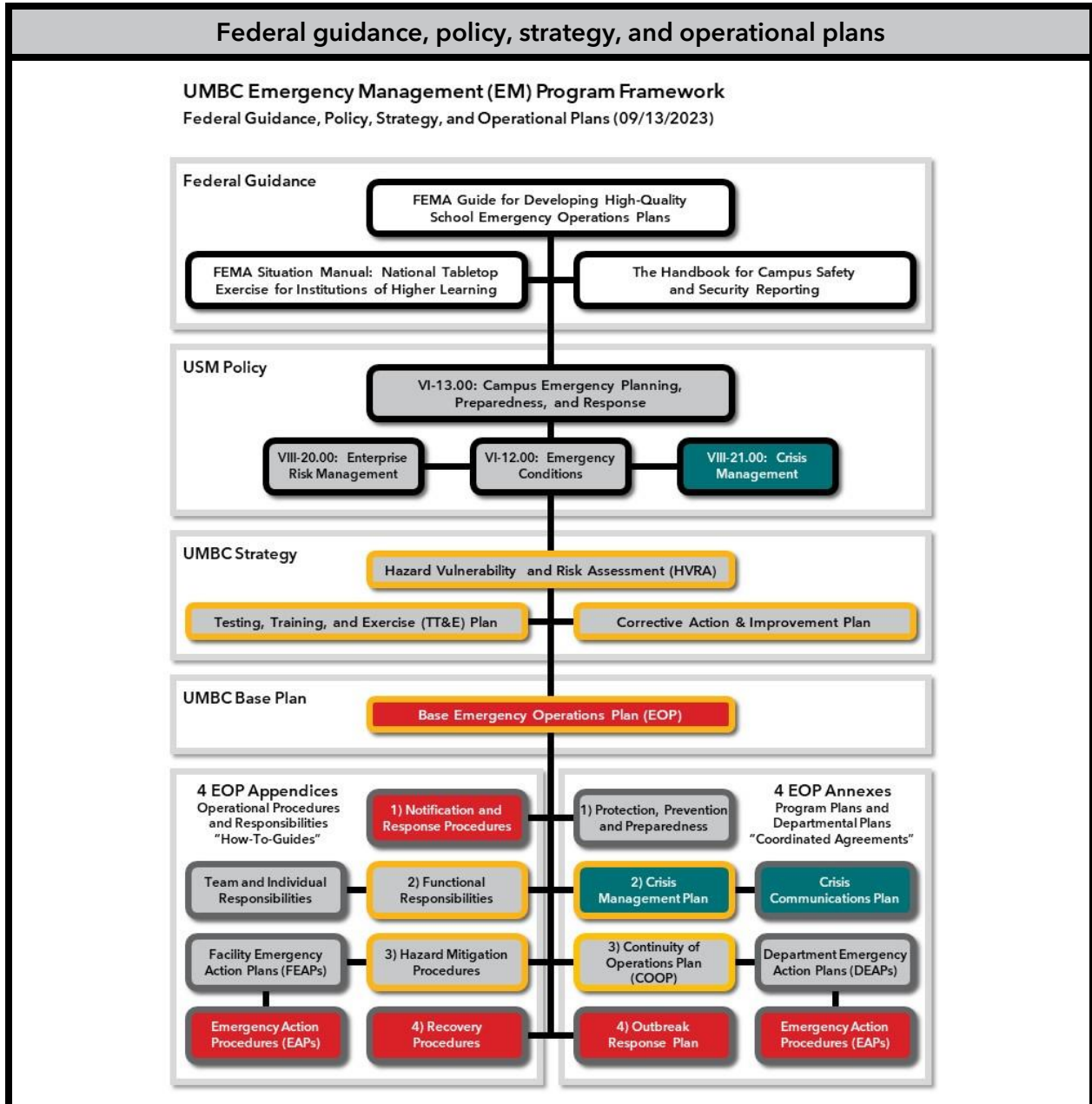Operational Procedures and Responsibilities "How-To-Guides"
- 1) Notification and Response Procedures
- Team and Individual Responsibilities
- 2) Functional Responsibilities
- Facility Emergency Action Plans (FEAPs)
- 3) Hazard Mitigation Procedures
- Emergency Action Procedures (EAPs)
- 4) Recovery Procedures

4 EOP Annexes
Program Plans and Departmental Plans "Coordinated Agreements"
- 1) Protection, Prevention and Preparedness
- 2) Crisis Management Plan
- Crisis Communications Plan
- 3) Continuity of Operations Plan (COOP)
- Department Emergency Action Plans (DEAPs)
- 4) Outbreak Response Plan
- Emergency Action Procedures (EAPs)

B. Objectives

This framework describes how we meet the following objectives:

1. **Increase community readiness**. We will document institutional knowledge, maintain situational awareness, and use all available resources. Products and services will account for diversity, accessibility, and functional needs so no one is left behind.

2. **Mitigate negative impacts from incidents**. We will take immediate action in response to physical safety and security incidents. We may not be able to prevent every hazard.

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But, to the best of our ability, we will seek to reduce the severity of incident impacts. We will focus on mitigation when developing response objectives.
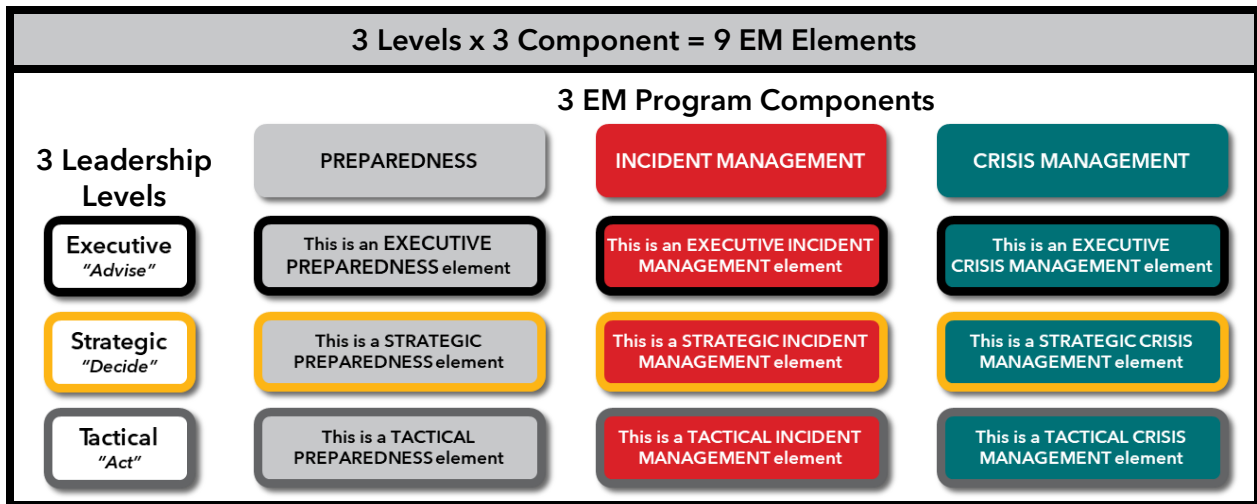
3. **Simplify response and recovery**. We will reduce complex systems and operations into understandable components. We will minimize the amount of specialized knowledge, skills, and abilities required to use response guides so that any member of the UMBC community can take appropriate and immediate action.

4. **Explain continuity of operations**. We will define a process for identifying UMBC's essential functions. Each College, Division, and affiliate will have the ability to catalog their essential functions and develop actions to mitigate continuity disruptions.

C. Planning Assumptions

The following planning assumptions provide context to this plan's purpose:

1. **All EM functions fit within this framework**. This plan organizes all EM planning and services. We will integrate existing capabilities and new initiatives into this framework.

2. **This framework consists of definable elements**. Three leadership levels (executive, strategic, and tactical) combine with three EM Program components (preparedness, incident management, and crisis management) to create nine EM Program elements.

3. **Organization is the key to success**. Every product, team, and service will clearly state how it fits this framework. We will categorize all EM activities by program element to remain organized and ensure we all know our roles and responsibilities.

Figure 1.3. EM Program Elements

3 Levels x 3 Component = 9 EM Elements

3 EM Program Components

3 Leadership Levels	PREPAREDNESS	INCIDENT MANAGEMENT	CRISIS MANAGEMENT
Executive *"Advise"*	This is an EXECUTIVE PREPAREDNESS element	This is an EXECUTIVE INCIDENT MANAGEMENT element	This is an EXECUTIVE CRISIS MANAGEMENT element
Strategic *"Decide"*	This is a STRATEGIC PREPAREDNESS element	This is a STRATEGIC INCIDENT MANAGEMENT element	This is a STRATEGIC CRISIS MANAGEMENT element
Tactical *"Act"*	This is a TACTICAL PREPAREDNESS element	This is a TACTICAL INCIDENT MANAGEMENT element	This is a TACTICAL CRISIS MANAGEMENT element

D. Guiding Principles

We can achieve our EM Program objectives by adopting a proactive attitude of readiness. Being proactive depends on these principles:

1. **Focus on the known**. Leaders at all levels must focus on the hazards most likely to impact our community and avoid being reactive to unknown or unanticipated crises. We will address the impacts most likely to result from actual incidents by adhering to

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established Incident Command System (ICS) practices to achieve response objectives. This will require greater information sharing and expanded training.

2. **Strive for readiness**. Being prepared means we have the teams, training, and tools for a possible emergency. Readiness means we have the knowledge, skills, and abilities to use these resources, take immediate action, and mitigate negative impacts of an actual incident. Readiness requires situational awareness and well-documented institutional knowledge.

3. **Integrate all capabilities**. We will recognize that physical incident management and crisis management are equal, interdependent, and mutually supportive. We will recognize that preparedness, incident management, and crisis management components exist at the executive, strategic, and tactical leadership levels.

Figure 1.4. Reactive vs. Proactive EM

Avoid a reactive crisis mindset	Adopt a proactive approach to preparedness
• Program elements are *decentralized*. • Functions are complex and spread out across departments *without oversight*. • Well intentioned planning efforts occur *without a definitive* scope, goal, or common vision. • Independent pockets of institutional knowledge exist *within individuals*, but knowledge is not well documented, easily shared, or clearly understood.	• *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 and sharable products and documents.

E. Activities and Requirements

Appendices and Annexes of this plan detail the following EM activities and requirements from USM policy.

1. **Address emergency conditions**. EM plans will support the cancellation of classes or the release of employees because of inclement weather, fire, power failure, civil disorders or other unusual circumstances which may endanger students and/or employees. EM plans will align with Human Resources requirements governing: 1) work and the use of leave in the event of emergency conditions; and 2) designations and expectations of Essential Employees.

2. **Focus on safety and security of the physical campus and affiliate locations**. EM plans will focus on protection of individuals, facilities, IT security and infrastructure, business functions, and academic and research continuity. Planning will account for the unique needs of community members and facilities located on the main campus and, when practical, at off-campus partner locations.

3. **Support crisis management**. EM plans will not directly address unanticipated negative events with non-physical or reputational impacts. EM plans will support crisis

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management activities that may stem from physical safety and security incidents. We will anticipate that an incident may generate a crisis, or vice versa. Therefore, incident management and crisis management must be mutually supportive to achieve response objectives.

4. **Support risk management**. EM plans will not directly address financial or operational risk exposures of the UMBC Enterprise. EM plans will support Enterprise Risk Management (ERM) activities to address potential negative impacts on the institution's ability to pursue its mission. ERM requires UMBC to maintain an inventory of risks and exposures. This is separate from the EM requirement to conduct risk assessments for physical hazards and vulnerabilities. EM plans may address the overlap between physical risks and enterprise risks. Recognizing these overlapping requirements is an aspect of continuity plans (i.e., identifying UMBC's mission essential functions).

5. **Address EM policy, scope, and purpose**. Planning activities will account for the links between USM policies governing emergency management and be mindful of overlap.

Figure 1.5. USM EM Policy, Scope, and Purpose

Links between policy governing EM activities				
	Emergency Conditions	**Emergency Management**	**Crisis Management**	**Risk Management**
Policy	May 1, 1992 VI-12.00 -- *Emergency Conditions: Cancellation of Classes and Release of Employees.*	April 21, 2017 VI-13.00 -- *Campus Emergency Planning, Preparedness, and Response.*	November 22, 2019 VIII-21.00 -- *Crisis Management.*	November 22, 2019 VIII-20.00 -- *Enterprise Risk Management*
Scope	**Covers THE CANCELLATION OF CLASSES OR THE RELEASE OF EMPLOYEES** because of inclement weather, fire, power failure, civil disorders or other unusual circumstances which may endanger students and/or employees.	**Covers PHYSICAL SAFETY AND SECURITY**; emergencies impacting protection of individuals, facilities, IT security and infrastructure, business functions, and academic and research continuity.	**Covers UNANTICIPATED NEGATIVE EVENTS WITH NON-PHYSICAL AND REPUTATIONAL IMPACTS.** MAY include physical safety and security emergencies from VI-13.00.	**Covers STRATEGIC, FINANCIAL, AND OPERATIONAL RISK EXPOSURES**; potential negative impacts on the institution's ability to pursue its mission or achieve key strategic goals and objectives.
Purpose	Governs work and the use of leave in the event of an emergency condition.* *Emergency condition definitions are response triggers	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.
Plans	Designations for Essential Employees* *This directly influences departmental Continuity of Operations Plans	***Emergency Operations Plan* to include a:** • Continuity of Operations Plan • Recovery Plan • Comprehensive Communications Plan • Hazard and Risk Assessment • Outbreak Response Plan	• Crisis Management Plan* • Crisis Communications Plan* *These are annexes of the EOP	An inventory, or register, of risks and exposures 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.

6. **Integrate corrective actions and improvements**. UMBC will update plans using lessons-learned, observations, and best practices. UMBC maintains a Corrective Action & Improvement Plan to track results from tests/drills/exercises, activities, incidents, and events. This is a strategic plan that is separate from the base EOP, its appendices, and annexes. It documents lessons-learned, observations, and best practices identified in After-Action Reviews (AARs). The online AAR Form can be used to submit lessons-learned, observations, or best practices from any EM activity.

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F. Terms and definitions

The following terms and definitions apply to this document:

Figure 1.6. Terms and Definitions

Term	Definition
AAR	After-Action Review. A formal process to document lessons-learned, observations, and best practices from tests/drills/exercises, activities, incidents, and events.
Affiliate Location	Facilities not on UMBC's main campus where the University maintains partnerships, operational resources, or a student/staff/faculty presence. This includes: Universities at Shady Grove (USG); Lion Brothers Building; Rita Rossi Colwell Center; BWTech South; BWTech North; OCA Mocha, Arbutus; and Choice/Shriver Center, Hyattsville.
BEAT	Building Emergency Action Team. These are occupants of a building who volunteer and train to facilitate evacuation or shelter actions prior to arrival of first responders.
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.
Continuity	The continuous performance of essential functions, the ability to provide essential services, and the delivery of core capabilities during a disruption. This includes the identification and succession of essential personnel and the protection of essential facilities, equipment, records, and assets.
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.
Disruption	Any event that impacts continuity and our ability to perform essential functions.
EAP	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.
EM	Emergency Management. All planning, prevention, preparedness, response, recovery, and continuity activities supporting the safety and security of the UMBC community, physical campus, and its operations.
EM leadership Level	Three levels of individuals and teams: 1) executive; 2) strategic; and 3) tactical.
EM Program Component	Three areas that support readiness and response: 1) preparedness; 2) incident management; and 3) crisis management.
EM Program Element	An EM leadership Level + an EM Component = an EM Program Element. These may be teams, documents, products, or services. We categorize each element to clearly state how it fits into the EM Program framework.
EMAG	The Emergency Management Advisory Group. When activated, the Executive Preparedness Group 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.
Emergency Action Plan	Operational procedures that explain response to hazards identified in the HVRA.
Emergency Conditions	Conditions serious enough to warrant cancellation of classes or release of staff. They may arise because of inclement weather, fire, power failure, civil disorders or other unusual circumstances which may endanger students and/or employees.

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Term	Definition
EOP	Emergency Operations Plan. The Base EOP explains our EM framework and must be updated at least annually. Appendices and annexes detail EM program elements.
EOP Annexes	Annexes can be used independently from the Base EOP as stand-alone plans. They are coordinated agreements between one or more department that fulfills a specific purpose. Expect these to remain stable unless significant program changes occur.
EOP Appendices	Appendices provide supplemental information covering all operational procedures. They detail actions necessary to meet policy requirements. They are "how-to-guides" that state specific actions necessary to meet incident response objectives. Expect these to change often based on new policies, procedures, or lessons learned.
EPC	Emergency Preparedness Committee. A group representing critical campus functions that reviews EM Program components and develops new initiatives.
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.
Essential Functions	Responsibilities and activities necessary to sustain our mission. Essential functions must be maintained during continuity disruptions until normal operations resume.
Executive EM	Individuals in these roles "advise." They provide oversight, support the UMBC President, and coordinate with USM.
FEAP	Facility Emergency Action Plan. This plan uses a template to describe mitigation for incidents impacting a specific facility. Its purpose is to facilitate workplace, learning space, and living area readiness. Each facility on campus will have a FEAP that centralizes all its unique EM information in one document.
Hazard	A potential source of harm to the UMBC community, physical campus, or operations.
HVRA	Hazard & Vulnerability Risk Assessment. An annual identification of the physical hazards most likely to impact UMBC.
ICS	Incident Command System. A standardized EM structure designed to provide organizational readiness. It reflects the complexity of incidents, without being hindered by organizational boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common structure, designed to aid the management of response resources. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. Various jurisdictions and functional agencies, both public and private, use IC to organize field-level incident management operations.
Impact	A harmful consequence resulting from an actual incident or disruption.
IMT	Incident Management Team. Activated to oversee response and recovery actions for physical incidents and achieve the Incident Commander's stated objectives.
Incident	The actual occurrence of a specific type of physical hazard.
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.
Integrated Response	Organizing to meet the needs of a physical incident and manage any resulting crisis. Incident and crisis teams cooperate to achieve mutually supportive objectives.
Mitigation	Actions taken to reduce the severity of impacts from an actual incident.

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Term	Definition
Preparedness	Having the teams, training, tools, and resources in place for a possible emergency.
Readiness	Having the knowledge, skills, and abilities to use available resources, take immediate action, and mitigate negative impacts of an actual incident.
Screening Team	A subset of EPG members act as a Screening Team to evaluate reports of potentially negative events that may constitute a crisis.
Strategic EM	Individuals in these roles "decide." They determine response objectives and the strategies necessary to achieve them.
Tactical EM	Individuals in these roles "act." They implement strategic decisions and take action necessary to achieve stated objectives.
UC	Unified Command. Assembled for a physical incident. Incident Command is based on functional authority.

G. References

Requirements from the following guidance and resources apply to this document:

1. **USM VI-12.00**. Policy on Emergency Conditions: Cancellation of Classes and Release of Employees (May 1, 1992).

2. **USM VI-13.00**. Policy on Campus Emergency Planning, Preparedness, and Response (April 21, 2017).

3. **USM VI-20.00**. Policy on Enterprise Risk Management (November 22, 2019).

4. **USM VI-21.00**. Policy on Crisis Management (November 22, 2019).

5. **OSHA Standard 1910.36**. Design and construction requirements for exit routes (December 23, 2014).

6. **OSHA Standard 1910.38**. Emergency Action Plans (November 7, 2002).

7. **NFPA 1600**. Standard on Continuity, Emergency, and Crisis Management (March 12, 2019).

8. **FEMA Guide**. Developing High-Quality School Emergency Operations Plans (June 2013).

9. **U.S. Department of Education Handbook**. Campus Safety and Security Reporting (June 2016).

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Part 2. 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. To do so, we must account for executive, strategic, and tactical leadership levels of response. We also recognize that preparedness, incident management, and crisis management components exist at each of these levels. Our concept of operations (see Figure 2.1.) 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. We will anticipate that a physical incident may generate a crisis, or vice versa, and we must be ready to manage both simultaneously.

*Figure 2.1. Concept of Operations for Integrated Response*
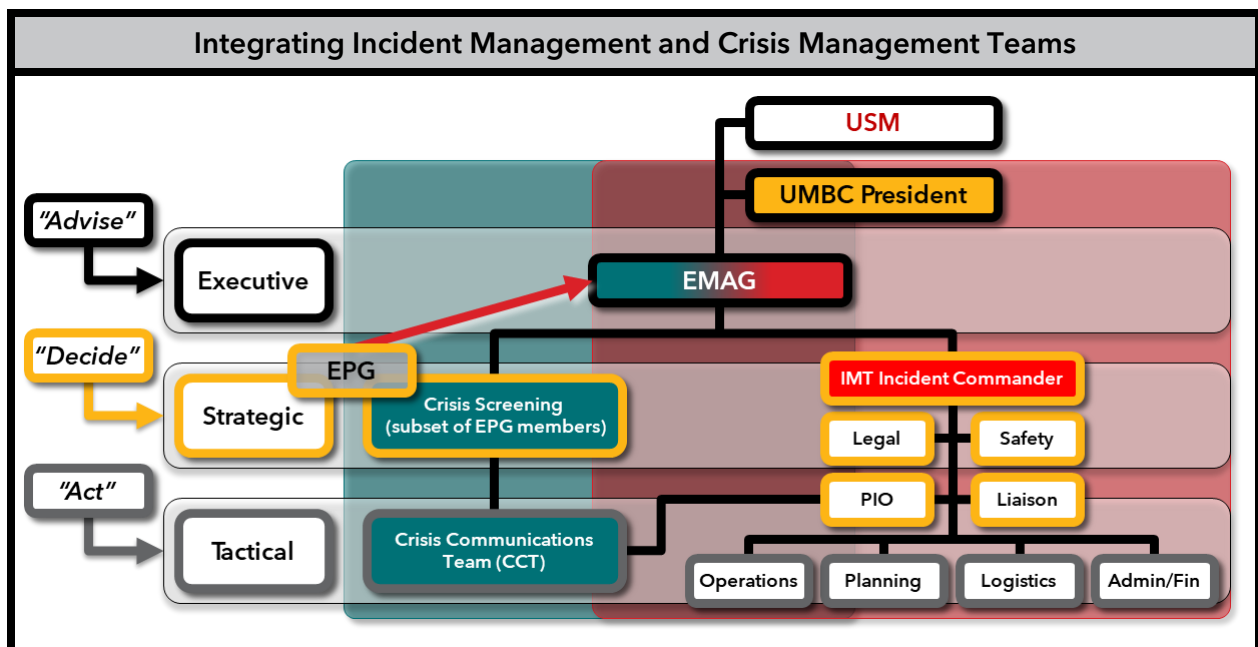
A. EM leadership levels

UMBC has three mutually supportive levels of leadership across the three EM Program components. They are: 1) executive; 2) strategic; and 3) tactical.

1. **Executive EM**. Individuals in these roles "advise." They provide oversight and advisory support to and from the UMBC President, and coordinate with USM.

2. **Strategic EM**. Individuals in these roles "decide." They determine strategies to achieve objectives. Senior University leaders are responsible for empowering staff to unify all aspects of the EM program. They ensure all divisions align capabilities to our EM framework. They encourage cooperation to ensure planning at all levels accounts for impacts on each division's mission. They reinforce the use of standardized language and problem-solving with simplified products and documents.

3. **Tactical EM**. Individuals in these roles "act." They implement strategic decisions and take action to achieve stated objectives.

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Figure 2.2. Integrated Readiness and Response Model
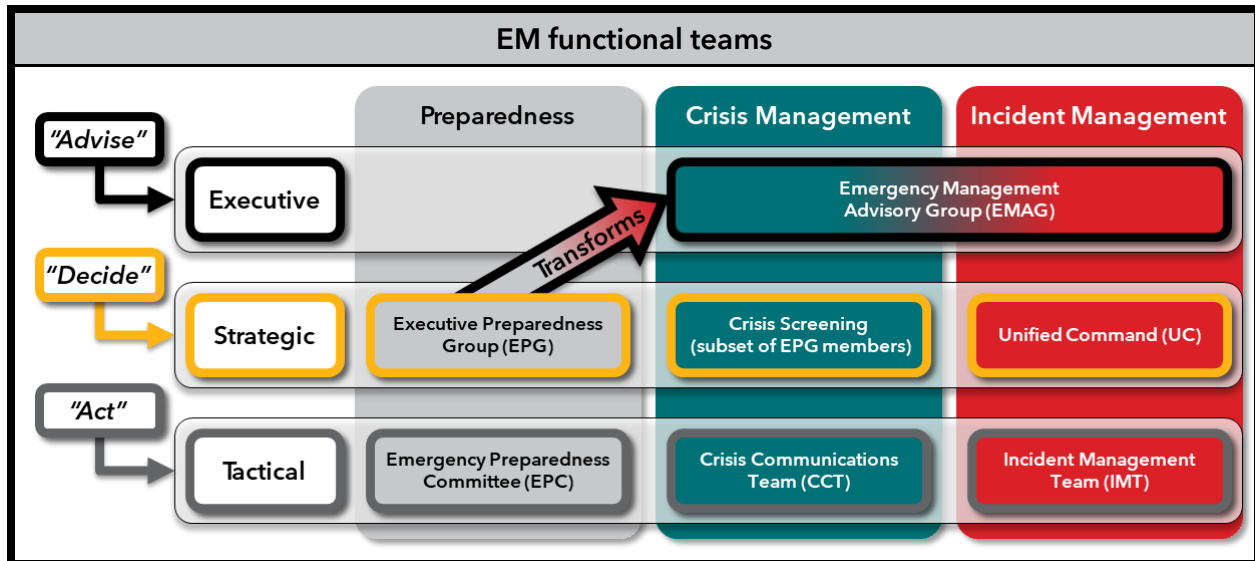
B. President's Emergency Management Advisory Group (EMAG)

This group activates to advise the UMBC President during an incident or crisis. When activated, the Executive Preparedness Group (EPG) transforms into the core EMAG during a physical incident, crisis, or continuity disruption (see Part 2.C.). This way, their strategic preparedness experience during normal conditions can inform executive oversight during emergency conditions. Core and extended groups keep the appropriate senior leaders and subject matter experts involved based on the severity of impacts. Additional information and specific requirements for the EMAG are in EOP Appendix 2: Functional Responsibilities.

1. **EMAG core members**. The core group members also act as the EPG (see Figure 2.3.).

2. **EMAG extended members**. Extended group members may be added as needed during an incident or crisis to address specific issues or constituent concerns. The Chief of Staff makes the determination to add extended members based on core member recommendations.

3. **EMAG Objectives**. Core and extended groups provide strategic direction as stated by the University President, coordinate with USM, and oversee long term recovery. Their ultimate goal is to ensure incident management and crisis management teams have the resources and support necessary to achieve response objectives.

4. **EMAG Activities**. The UMBC President has designated the Vice President for Administration & Finance responsible for executive decisions regarding physical incident response, to include decisions to close the University. The President has designated the Chief of Staff as spokesperson for EMAG activities.

C. Executive Preparedness Group (EPG)

Required by USM Policy VI-13.00, this group is a proactive steering committee for EM Program initiatives during normal operations. Additional information and specific requirements for the EPG are in EOP Appendix 2: Functional Responsibilities.

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1. **EPG Members**. This team is composed of UMBC's senior leaders.

2. **EPG Objectives**. The EPG ensures EM Program activities and initiatives support the University's core values of inclusive excellence, collaboration, innovation, and impact.

3. **EPG Activities**. This group reviews the EM Program and incidents, develops strategy, prioritizes actions, and provides policy and administrative guidance. They meet at least biannually to include annual reviews of the Base EOP. They transform into the core EMAG during a physical incident, crisis, or continuity disruption (see Figure 2.2.).

4. **Screening Team**. A subset of EPG members act as a Screening Team for potentially negative events that may constitute a crisis. Additional information and specific requirements for the Screening Team are in EOP Annex 2: Crisis Management Plan.

5. **Behavioral Risk Assessment and Consultation Team (BRACT)**. This interdisciplinary team assists students, faculty, and staff with concerning, disruptive, and/or threatening situations and behaviors. BRACT may escalate threat assessments to the Screening Team, or the Screening Team may refer reports to BRACT for assessment. As needed, the BRACT Leader may participate in Screening Team meetings and may act as a member of the extended EMAG.

Figure 2.3. Screening, EPG, and EMAG Members

Crisis Screening Team	Core EMAG members (the EPG)	Extended EMAG members (as needed)
• Vice President for Administration & Finance (Lead) • Vice President for Student Affairs • Vice President for Institutional Advancement • Vice President for University Communications & Marketing • Associate Vice President & Chief Human Resources Officer • General Counsel • Emergency Manager (Scribe) • Other subject matter experts as needed (e.g., Chief of Police, BRACT Lead).	• Vice President for Administration & Finance (Lead) • Vice President for Student Affairs • Vice President for Institutional Advancement • Vice President for University Communications & Marketing • Associate Vice President & Chief Human Resources Officer • Vice President for Information Technology • Provost • Chief of Staff to the President • General Counsel • Emergency Manager (Scribe)	• Dean, College of Natural & Mathematical Sciences • Dean, College of Arts, Humanities, & Social Sciences • Dean, College of Engineering & Information Technology • Dean, Erickson School • Vice Provost & Dean, Graduate School • Vice Provost & Dean, Undergraduate Academic Affairs • Vice President for Research & Creative Achievement • Vice President of Government Relations & Community Affairs • Vice President, Institutional Equity & Chief Diversity Officer • Other subject matter experts, partners, or student, faculty, & staff consultants

D. Unified Command

A Unified Command follows ICS practices to facilitate response and integrate with external agencies. Additional information and specific requirements for the Unified Command are in EOP Appendix 2: Functional Responsibilities.

1. **Unified Command members**. The University President may designate Incident Commanders in writing, and each may be supported by a deputy (see Figure 2.4.).

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2. **Incident Commander**. The designated Incident Commander has overall authority for directing physical safety or security incident response. The University President may designate additional Incident Commanders based on the nature of the emergency.

Figure 2.4. Designated Incident Commanders and Deputies

Incident Type	Designated Incident Commander and Deputy
Public safety or physical security incidents	**Lead:** Chief of Police, UMBC Police Department **Deputy:** Deputy Chief of Police, UMBC Police Department
Facility or physical infrastructure incidents	**Lead:** Associate Vice President, Facilities Management **Deputy:** Director of Operation & Maintenance, Facilities Management
IT infrastructure, data, or communication system incidents	**Lead:** Senior Assoc. Vice President/Deputy CIO, Information Technology **Deputy:** Assistant Vice President/CISO/CPO, Information Technology

3. **Incident Commander objectives**. The Incident Commander determines response objectives, ensures EMAG priorities align with the needs of the incident, and ensures incident management objectives and crisis management objectives also align.

4. **Unified Command activities**. During periods of normal operation, Unified Command members ensure UMBC personnel assigned response roles receive appropriate training. During response, members not designated as Incident Commander for a specific incident type may support the Incident Commander in a different role.

E. **Crisis Communications Team (CCT)**

The CCT develops crisis communications strategies and messages and coordinates with the Incident Management Team for any associated physical incident. Additional information and specific requirements for the CCT are in EOP Annex 2: Crisis Management Plan.

1. **Communications Authority.** The UMBC President has designated the Chief of Staff responsible for executive decisions regarding crisis management communications.

2. **CCT Members**. This team is responsible for communicating to UMBC's internal and external stakeholders. The Team Lead develops the overall communications strategy.

Figure 2.5. CCT Members

Crisis Communications Team	
Team Lead:	Vice President for University Communications & Marketing
Team Coordinator:	Executive Administrative Assistant to the Vice President for University Communications & Marketing
News & Information:	Director of Communications & Content Strategy, Institutional Advancement
Stakeholder Communications:	Director, Community Engagement, Institutional Advancement
Website Updates:	Director of Digital Strategy, Institutional Advancement
Social Media:	Assistant Director of Social Media, Institutional Advancement
Student Affairs:	Communications Specialist, Student Affairs

3. **CCT Objectives**. The CCT maintains clear reporting and escalation processes. They must consider and include students, faculty, staff, and other identified University partners and USM stakeholders in their activities.

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4. **CCT Activities**. In the event of a crisis, immediate notification to the USM Chancellor and the Vice Chancellor for Communications is to happen as soon as is practical under the circumstances, even if all the facts and considerations are not yet known.

F. Emergency Preparedness Committee (EPC)

Required by USM Policy VI-13.00, the EPC reviews EM Program components and develops new initiatives. Additional information and specific requirements for the EPC are in EOP Appendix 2: Functional Responsibilities.

1. **EPC core members**. This group represents mission critical functions across campus. Core members ensure coordination of readiness, safety, security, and facility issues.

2. **EPC extended members**. Extended members provide perspective from other key functional areas of the University. These are stakeholders whose areas of responsibility are most likely to experience the most serious and tangible impacts resulting from an actual incident.

3. **EPC Objectives**. Core and extended groups develop new initiatives, review procedures, and recommend training and exercise needs for our most likely hazards. This interdisciplinary group acts as an "idea center" to simplify preparedness issues and create new problem-solving methods.

4. **EPC Activities**. This group meets at least biannually or as needed, and at least annually to review the Base EOP. They review other emergency plans, training, and exercise needs, and new or trending threats. The University's Emergency Manager chairs the EPC and is the approval authority for the Base EOP prior to EPG review.

Figure 2.6. EPC Members

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

G. Incident Management Team (IMT)

The IMT activates to oversee UMBC response and recovery actions for physical safety and security incidents. Detailed information on Command and General Staff, position descriptions, responsibilities, and training requirements are in EOP Appendix 2: Functional Responsibilities.

1. **IMT Objectives**. The IMT's purpose is to oversee activities that achieve incident response objectives as determined by the Incident Commander. They mitigate incident impacts, and they integrate with external partners who may provide support or assume jurisdiction over response.

2. **IMT Activities**. The IMT consists of a Command Staff that supports the Incident Commander, and a General Staff activated to manage an expanding incident.

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Figure 2.7. IMT Organization

IMT Command and General Staff
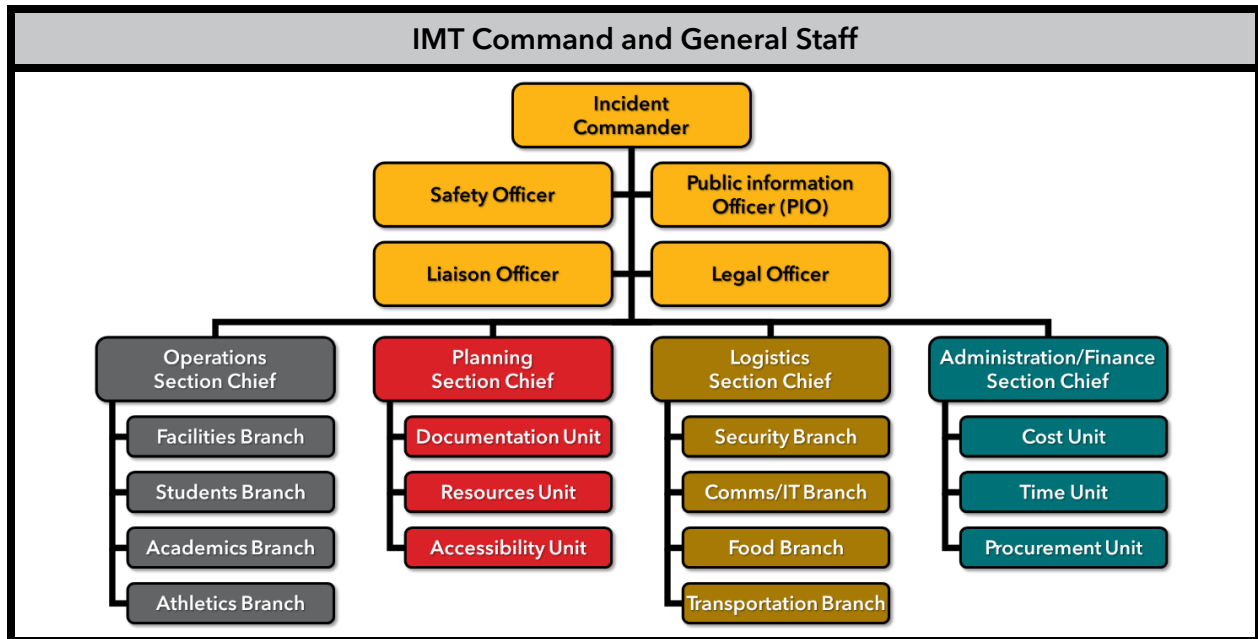
3. **Command Staff:** The Command Staff includes four officers who directly support the Incident Commander: 1) liaison; 2) safety; 3) public information; and 4) legal.

4. **General Staff:** The General Staff has of four sections: 1) Operations; 2) Planning; 3) Logistics; and 4) Administration & Finance. As an incident expands, sections may divide functions into branches or units to help manage increasingly complex impacts.

5. **Operations:** This section is responsible for managing operations toward four goals: 1) reducing immediate impacts; 2) saving lives and securing property; 3) establishing control; and 4) restoring normal conditions.

6. **Planning:** This section is responsible for collecting operational information and drafting Incident Action Plans (IAPs) that state the Incident Commander's objectives for specific operational periods. This section is also responsible for ensuring response activities account for access and functional needs of UMBC community members.

7. **Logistics:** This section provides for all the support needs of the incident. This includes ordering resources and providing facilities, transportation, supplies, equipment, maintenance and fuel, food service, and communications resources.

8. **Administration & Finance:** This section is responsible for monitoring incident-related costs and provides overall fiscal guidance. This section also monitors incident impacts on time, leave, and pay. It manages procurement and vendor contracts to source equipment, rental agreements, and supply contracts.

9. **Activations.** All IMT activations include the Unified Command, Command Staff leads, and the lead Section Chiefs. Activation of subordinate teams may occur if the needs of the incident require a full IMT. Deputies may be activated if leads are unavailable.

-- End of Part 2 --

Part 3. EOP Appendices

Appendices provide supplemental information covering all operational procedures. They detail actions necessary to meet policy requirements. They are "how-to-guides" that state specific actions necessary to meet incident response objectives. We determine operational procedures by examining existing capabilities and integrating them into standardized formats and templates. Because appendices are highly detailed documents, we can expect them to change often as capabilities change and as we integrate lessons learned.

A. Simplifying response tools

The degree of detail required in each appendix can also create a high degree of complexity and may be too long to make them effective response tools.   Simplifying procedures to ensure understanding requires standardization. We can simplify an appendix into standardized guides, emergency action plans, and procedures.

1. **Response guides and functional guides.** These are checklists that provide more details about coordinating complex response actions, using specialized systems or equipment, or supporting complicated decision making. These guides are intended to be short (no more than one printed page front and back) and easy to use before or during and emergency. They are intended for use by staff members, managers, and senior leaders who have specific response roles and some special knowledge, skills, and abilities. Guides detail specific roles and responsibilities for designated teams.

2. **Emergency Action Procedures**. These mitigate immediate impacts of incidents or disruptions. EAPs are intended to be short (no more than one printed page front and back) and easy to use in an emergency by anyone (they do not require special knowledge, skills, or abilities). They utilize a focused five-step process: 1) detect; 2) verify; 3) notify; 4) act; and 5) end.

3. **Emergency Action Plans**. These are longer and more detailed than EAPs. They document critical institutional knowledge and provide situational awareness over time. UMBC will maintain an Emergency Action Plan for each of the primary natural, accidental, and intentional hazards determined by the HVRA. These plans are not intended for use during an emergency. Rather, they are reference guides for complex systems and organizations that we can use to develop simplified EAPs and guides.

B. Appendix 1: Notification and Response Procedures

These are management and leadership actions applicable to all our most likely hazards. They help initiate response and stabilize an emergency as soon as possible.

1. **Response Guides**. Numbered guides detail notification and response actions.

2. **Response guides for individual facilities**. Each UMBC facility may also have its own response guide. These inform occupants of their building's unique requirements for evacuation, shelter-in-place, active assailant, and medical emergencies. We use Facility Emergency Action Plans (see Part 3.D.2.) to create these guides.

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C. Appendix 2: Functional Responsibilities

These are specific EM capabilities each division, office, or external partner possesses in support of response to our most likely hazards.

1. **Designation Letters.** The University President may designate in writing Incident Commanders and deputies for the Unified Command. Unified Command members may designate in writing individuals selected for lead and deputy Command and General Staff positions. General Staff Section Chiefs may designate in writing those individuals selected to fill roles and responsibilities within their sections.

2. **Functional Guides**. Detailed roles and responsibilities for the groups and teams described in this Base EOP are listed in numbered Functional Guides. These may also include training and resource requirements.

3. **Mutual aid agreements**. Details regarding how external law enforcement, fire departments, and emergency medical services support UMBC may be included in mutual aid agreements. Mutual aid may also describe how UMBC supports external agencies during a regional emergency. This also involves how UMBC cooperates with other institutions to provide mutual support in planning, response, and recovery.

4. **Accounting for disability and accessibility**. Personal emergency and evacuation plans may be necessary for some UMBC Community members. These may involve temporary or permanent mobility impairments, medical concerns, vision, hearing, mental, or physical impairments.

D. Appendix 3: Hazard Mitigation Procedures

These are activities that reduce the severity of incident impacts. Emergency Action Plans are detailed and focus on the primary hazards most likely to impact UMBC as determined by the HVRA. EAPs list simplified and specific mitigation actions for all hazards.

1. **Primary Hazards.** UMBC will maintain an Emergency Action Plan for each of the primary natural, accidental, and intentional hazards determined by the HVRA.

2. **Facility Emergency Action Plan (FEAP)**. This plan uses a template to describe mitigation for incidents impacting a specific facility. The Facility Manager (or designee) conducts a review of the facility's FEAP at least annually and coordinates requests for access to this plan. The senior University official from the primary occupant unit at the facility approves the FEAP. Its purpose is to facilitate workplace, learning space, and living area readiness. Each facility on campus will have a FEAP that centralizes all EM information unique to that facility in one document. Each facility's FEAP will be the repository for all emergency preparedness, mitigation, and response-related knowledge unique to that building and the people who occupy it. The FEAP template covers reporting, evacuations, critical operations, accountability, and staffing. The FEAP also provides guidance for the facility's Building Emergency Action Team (BEAT). These are volunteer building occupants who receive training to facilitate evacuation or shelter-in-place prior to the arrival of first responders. Each FEAP also has a one-page Facility Profile that lists the most vital EM-related information to assist police, fire, and emergency medical services during response.

3. **Primary Emergency Action Procedures**. These are guides than can be used ONLY if safety and time allow to help mitigate physical incidents impacts. Three primary EAPs are included as attachments to the FEAP template and focus on threats most likely to impacts occupant safety and security: 1) evacuations; 2) shelter-in-place; and 3) medical emergencies.

4. **Hazard Emergency Action Procedures**. These mitigate immediate impacts of incidents or disruptions. UMBC will maintain an EAP detailing mitigation for each of the primary natural, accidental, and intentional hazards determined by the HVRA.

E. Appendix 4: Recovery Procedures

These are objectives we need to achieve to return to normal conditions. Recovery actions involve restoring facilities, systems, and operations to normal. Short-term recovery actions are taken to assess damage and re-establish a facility's life safety and security systems. Long-term recovery actions may continue for months or years. This Appendix specifies how we communicate a return to normal operations and addresses four areas: 1) academic recovery; 2) physical recovery; 3) fiscal recovery; and 4) psychological and emotional recovery.

1. **Academic Recovery**. This outlines when UMBC should be closed and reopened, and who has the authority to do so. It lists temporary relocation spaces or alternate educational programming capabilities UMBC may use if academic facilities cannot be immediately reopened.

2. **Physical Recovery**. This outlines how UMBC assess and documents damage to university assets. It also describes how UMBC works with utility and insurance companies before, during, and after an incident to support recovery.

3. **Fiscal Recovery**. This outlines sources of emergency relief funding UMBC may access. It also described how faculty, staff, and contractors will receive timely information regarding return to work.

4. **Psychological and emotional recovery**. This outlines how the University will provide short and long-term counseling and psychological first aid to the UMBC community.

-- End of Part 3 --

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Part 4. EOP Annexes

Annexes can be used independently from the Base OEP as stand-alone program plans. They are coordinated agreements that fulfill strategic purposes. We can expect these to remain stable and require fewer updates unless significant program changes occur.

A. Annex 1: Protection, Prevention, and Preparedness (3P) Plan

The 3P Plan integrates readiness measures for security threats, specifically: 1) active assailant attacks; 2) bomb threats or threats of terrorism; and 3) suspicious mail/packages, devices, or vehicles. This plan describes how UMBC integrates training and resources, situational awareness, and safety measures to improve the readiness of UMBC community members for these security threats.

1. **Protection**. This section describes the ongoing actions UMBC takes to safeguard students, faculty, staff, visitors, and property from the impacts of security threats.

2. **Prevention**. This section describes how we gather and receive information and intelligence to avoid, deter, or stop an imminent security threat.

3. **Preparedness**. This section describes the training and resources UMBC has in place to prepare the community for security threats.

B. Annex 2: Crisis Management Plan

USM requires each institution to establish a process and procedures to use when responding to negative events considered to be a crisis.

1. **Purpose**. The Crisis Management Plan provides guidance to support the UMBC President when responding to a crisis. The plan includes clear reporting and escalation protocols, response structures and team roles, and crisis communications procedures.

2. **Crisis Definition**. USM defines a crisis as 1) A negative event that was unanticipated and for which plans had not been formulated; 2) A negative event that had been planned for but happened at a rate or pace unanticipated; or 3) A confluence of events anticipated and planned for individually, but not in combination. A physical safety or security incident may also be considered a crisis. In terms of preparedness, we must always assume that impacts from a physical incident will generate a crisis, or vice versa, and we must be ready to manage both simultaneously.

C. Annex 3: Continuity of Operations Plan (COOP)

The COOP describes the process UMBC uses to identify essential functions and the actions we take to ensure their continuous performance during periods of disruption. It includes the identification and succession of essential personnel and the protection of essential facilities, equipment, records, and other assets.

1. **Reviews and approvals.** The Vice President for Administration & Finance ensure a bi-annual continuity review. The University President is the final approval authority for the COOP.

2. **Purpose**. The COOP instructs each College, Division, and subordinate unit on the process for identifying essential functions. The plan describes the levels of essential
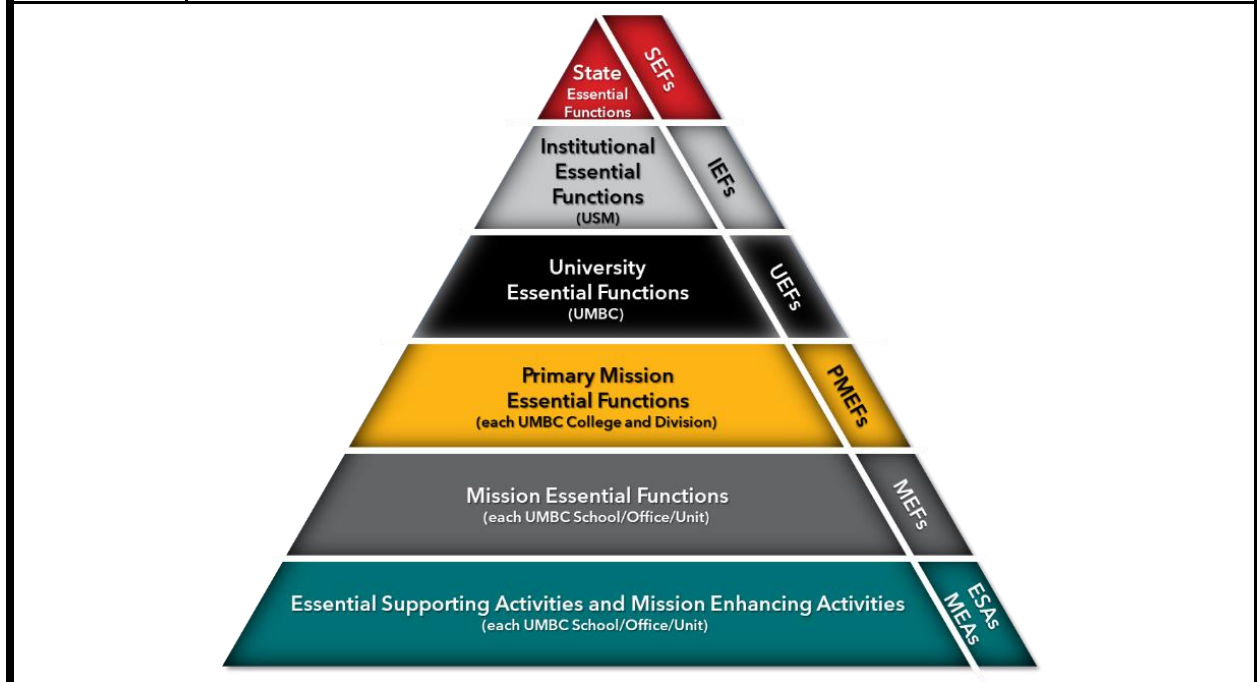
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functions, identifies the University's Essential Functions, and states how they align with Institutional Essential Functions from USM and State Essential Functions from the State of Maryland.

3. **Essential Functions**. Essential functions are the building blocks of continuity (see Figure 4.1.). These are activities necessary to sustain our mission. We must maintain Essential functions during continuity disruptions until normal operations resume.

Figure 4.1. Essential Functions

Functions	Purpose
University Essential Functions	These functions form the basis for all continuity decisions. They are responsibilities of the University necessary to sustain our mission, and our existence. They are the primary focus of the President and senior leaders before, during and after a disruption. UMBC must successfully maintain these functions at all times, especially during emergencies. The objective of each College and Division is the continuation of our five University Essential Functions.
Primary Mission Essential Functions	Each College and Division has its own Primary Mission Essential Functions that directly support continuation of one or more University Essential Functions. These must remain continuous or be resumed within 12 hours after a disruption. They must be maintained up to 30 days during disruption or until normal operations resume.
Mission Essential Functions	Each subordinate unit has its own Mission Essential Functions that directly support continuation of one or more Primary Mission Essential Functions. These are a limited set of office-level functions that provide vital services to the UMBC community. They must be continued throughout, or resume rapidly, after a disruption.
Essential Supporting Activities	These are functions that support the performance of Mission Essential Functions. They may have a policy, regulation, or legal requirement and are considered important activities. However, their performance alone does not accomplish our mission.
Mission Enhancing Activities	These activities compliment a Mission Essential Function or Essential Supporting Activity. They are products of best practices, established traditions, or industry recommendations. They have no policy, regulation, or legal requirement. Expect them to be deferred during a disruption.

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4. **Department Emergency Action Plans (DEAPs)**. While the COOP is the plan for the entire University, each College and Division can maintain a DEAP as their own unique continuity plan. Subordinate units within the College or Division may also have a DEAP as determined by their Dean or Vice President. The plan for a College or Division describes its own Primary Mission Essential Functions and lists each subordinate unit that has its own continuity plan. Units should update DEAPs at least annually or after any major organizational changes occur.

5. **Emergency Action Procedures (EAPs)**. Similar to EAPs used to mitigate physical incident impacts, these are the immediate actions taken during a continuity disruption to mitigate impacts on our ability to perform essential functions. Each subordinate unit with a DEAP uses its plan to develop their own five-step EAPs for continuity.

D. Annex 4: Outbreak Response Plan

This plan meets requirements from Maryland General Assembly Senate Bill (SB) 329 (Olivia's Law). This law requires each public institution of higher education in Maryland to submit an annually updated plan to the Maryland Department of Health.

1. **Reviews and approvals**. The Division of Student Affairs and Retriever Integrated Health are the primary administrators of this plan. The Vice President for Student Affairs reviews and approves this plan at least annually.

2. **Purpose**. The purpose of the Outbreak Response Plan to facilitate response to an outbreak of a contagious disease on the UMBC campus or at an affiliate location.

3. **Activities and requirements**. This plan (and Olivia's Law) requires us to put processes in place for: 1) staffing measures; 2) reporting measures; 3) response measures; 4) notification measures; and 5) additional measures required by Maryland Department of Health or other local health departments.

-- End of Part 4 --

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Attachment 1: Summary of Changes

The following list reflects approved changes to this document.

Figure A1.1. Summary of Changes

Date	Page and Section	Describe changes made and approval status
4/5/2019	N/A	Signed by UMBC President (approved).
12/18/2020	N/A	EPC revised CMET composition (approved).
7/8/2022	N/A	2022 revision completed (in draft).
8/1/2022	N/A	EPC reviewed, forwarded to EPG (in draft).
8/22/2022	Page 9, Sections 1.F., Page 14, Section 2.C.5., and Figure 2.3.	Added BRACT Leader and CCT Lead to appropriate teams based on EPG recommendations (in draft).
8/31/2022	N/A	EPG reviewed, sent to President for signature (in draft).
9/27/2022	N/A	Routed for signature via DocuSign (approved).
12/19/2022	Page 2, Section ii & Page 9, Figure 1.5.	Revised affiliate location Columbus Center to the new name Rita Rossi Colwell Center (approved).
9/22/2023	Page 15, Figure 2.3.	Revised Screening, EPG, and EMAG positions as directed by VP, A&F (approved).
9/22/2023	Page 22, Section 4.A.	Updated the 3P Plan description (approved).
9/27/2023	N/A	EPG reviewed, sent to President for signature (in draft).
9/27/2023	N/A	Routed for signature via DocuSign (approved).
MM/DD/YYYY	Page **Page**, Section **Section**	**Change description** (**Select...**).

-- End of Attachment 1 --

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-- End of Document - Nothing Follows --

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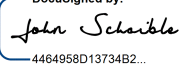
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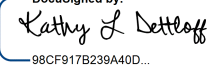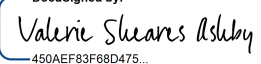| Signer Events	Signature	Timestamp
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