

Concept of Operations: Incident & Crisis Management

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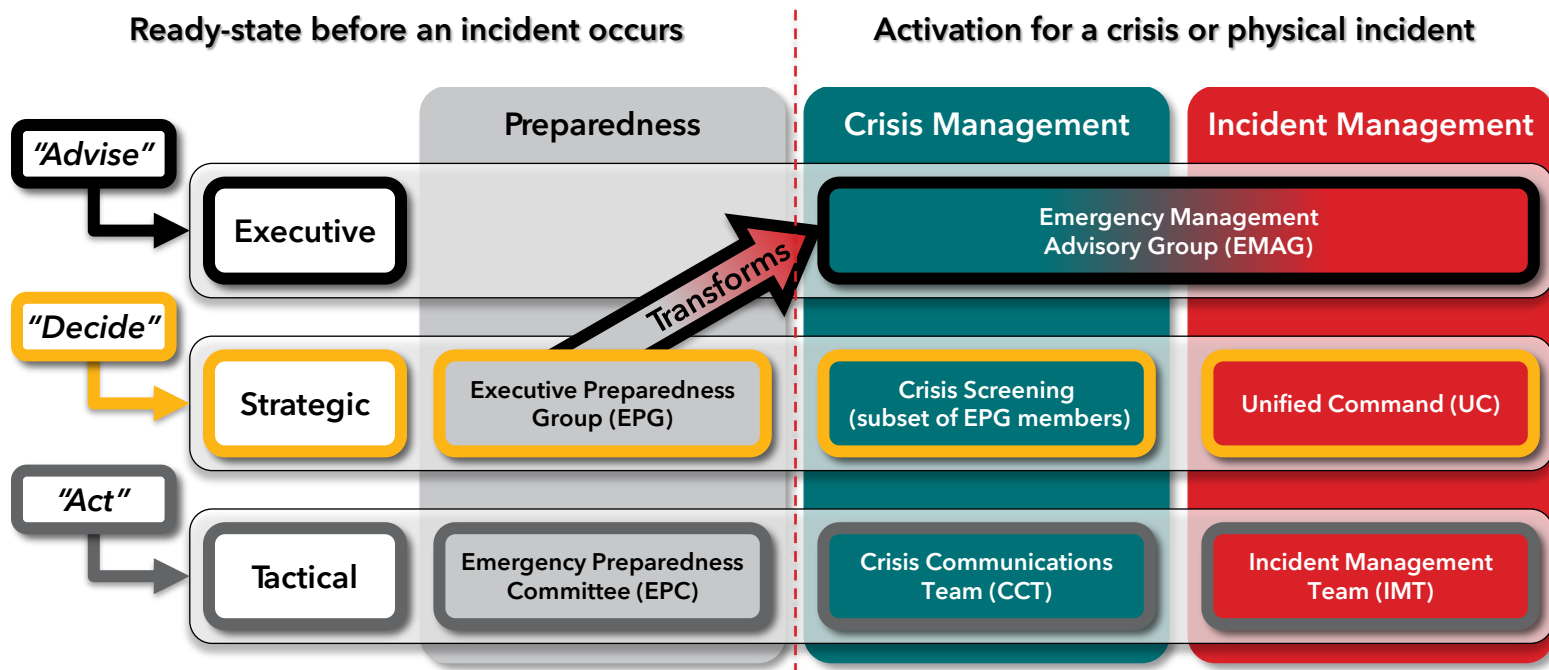
For more information about UMBC emergency management, please visit:

<https://police.umbc.edu/emergency-preparedness/>

All resources are available in Box: [EMAG and Crisis Management Plan for Senior Staff](#).

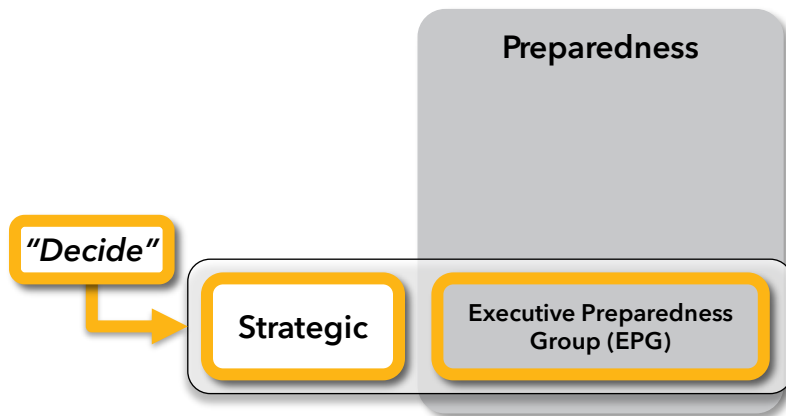
- Seek readiness.
 - Know your **resources and procedures**.
 - Take **immediate action**.
 - Mitigate (reduce) **negative impacts** of an actual incident.
- Remain proactive.
 - Be prepared for the **most-likely hazards**.
 - Avoid being reactive to the unknown...**avoid "what if?"**.
 - Account for **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.
 - **Standardize** language in easy-to-use products.
 - **Document** essential functions for continuity.

- 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.
- Manage the chaos.
 - Roles and responsibilities must be defined.

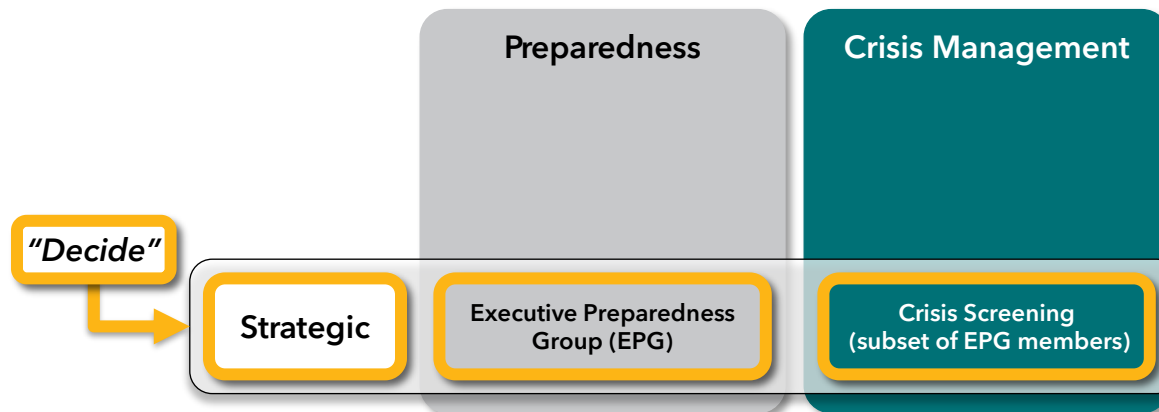


- Executive Preparedness Group (EPG)
 - [USM VI-13.00](#): Requires UMBC to develop and maintain a campus emergency management program.
 - Senior leaders act as a proactive steering committee for preparedness during normal, day-to-day operations.
 - Review and approve updates to the Emergency Operations Plan (EOP).

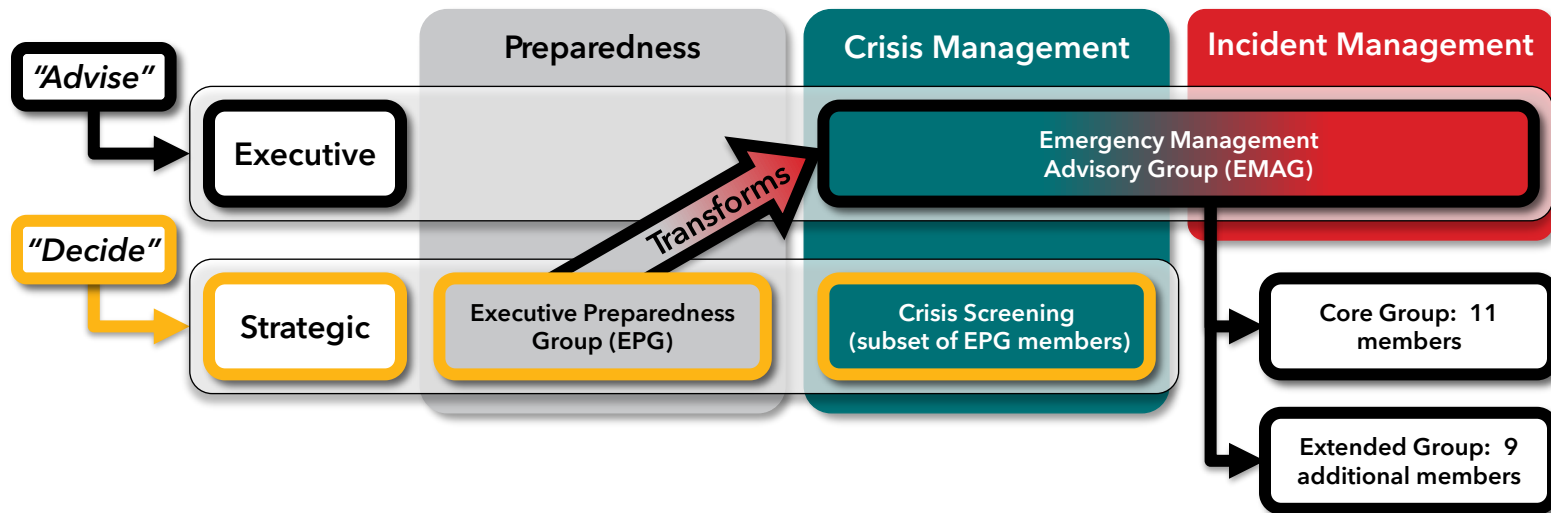
**The EPG will transform into the core EMAG during a crisis or physical incident.*



- Crisis Screening Team.
 - [USM VIII-21.00](#): Requires UMBC to have clear reporting and escalation, response structure, team roles, and crisis communications.
 - Screening is a subset of EPG members.
 - Meet to review potentially negative events.
 - Evaluate reports of negative events and determines appropriate action.
 - Two objectives: 1) decide on the appropriate level of escalation; and 2) determine which response teams to activate.



- Emergency Management Advisory Group (EMAG).
 - EPG members form the core EMAG.
 - Activates to advise the UMBC President during a crisis or physical incident.
 - Core and extended groups keep the appropriate senior leaders and subject matter experts involved based on the severity of impacts.
 - EMAG extended members may be added as needed (determined by the President's Chief of Staff based on core member recommendations).



- **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

- **Senior Staff Roles:** Crisis Screening Team, 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 • Emergency Manager • Other subject matter experts as needed (e.g., Chief of Police, BRAC Lead).	• All Crisis Screening Team members <i>In Addition to:</i> • Chief Information Officer & VP for Information Technology • Provost & Senior Vice President, Academic Affairs • Chief of Staff to the President	• Dean, College of Natural & Mathematical Sciences • Dean, College of Arts, Humanities, & Social Sciences • Dean, College of Engineering & Info Technology • Dean, Erickson School of Aging Studies • Vice Provost & Dean, Graduate School at UMBC • Vice Provost & Dean, Undergraduate Academic Affairs • VP for Research & Creative Achievement • VP of Government Relations & Community Affairs • VP, Institutional Equity & Chief Diversity Officer • Other subject matter experts, partners, or student, faculty, & staff consultants

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

CCT Members	
Team Lead:	VP for University Communications & Marketing
Stakeholder Communications:	Assistant VP, Communications
News & Information:	Director of Media Relations
Social Media:	Assistant Director of Social Media
Website Updates:	Director of Digital Strategy

- **Unified Command:** Incident Commanders & Deputies for physical incidents.

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

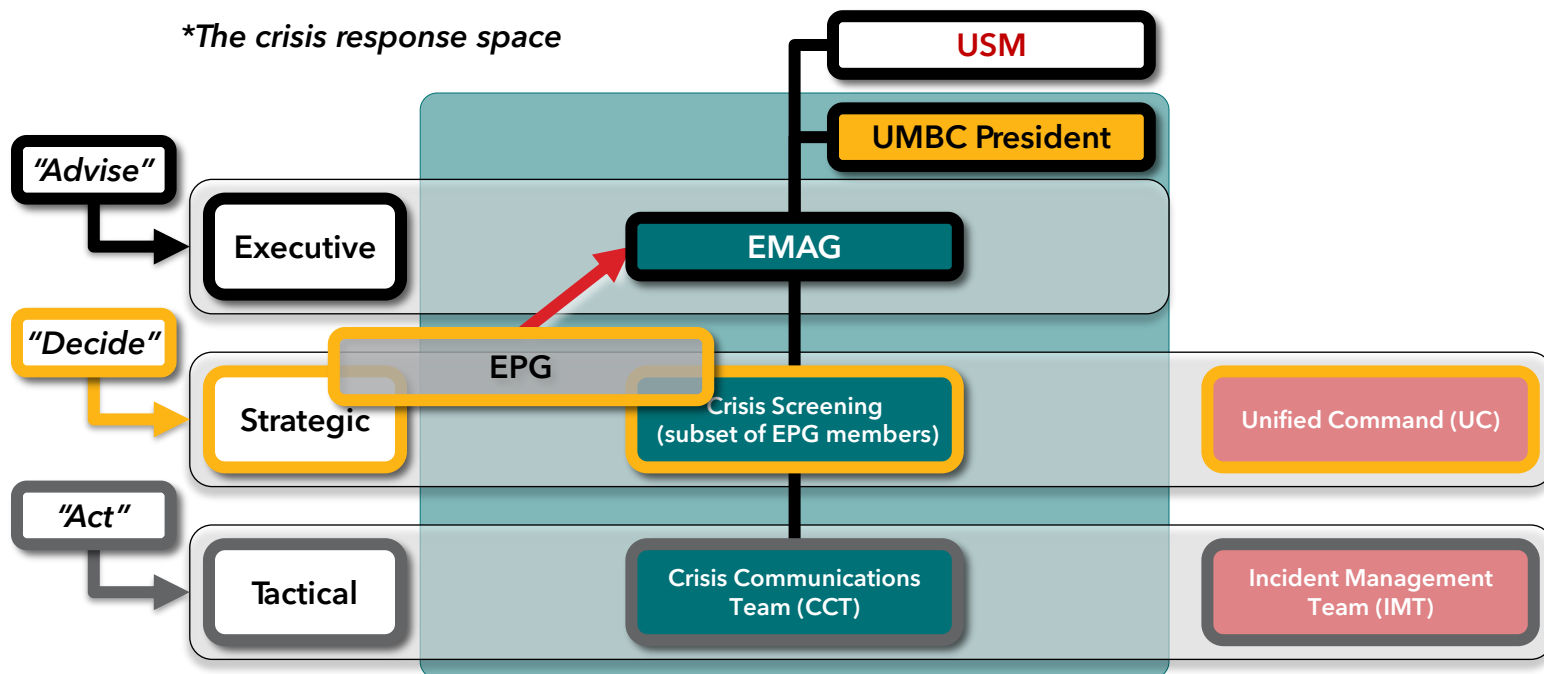
- **Command Staff:** For the Incident Management Team (IMT).

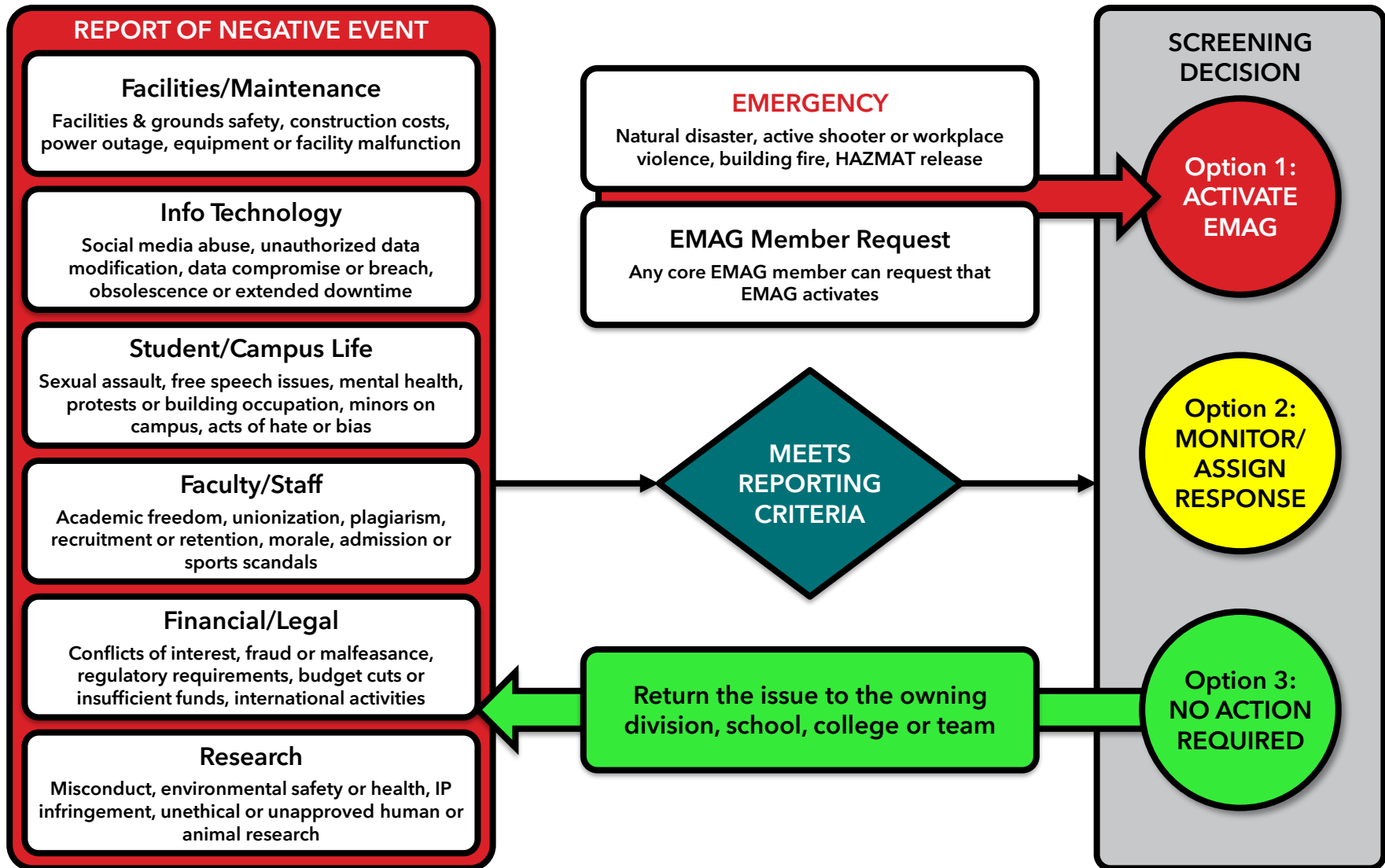
IMT Command Staff leads and deputies	
Safety Officer	Lead: Asst. Director, Environmental Safety & Health Deputy: Environmental Manager, Environmental Safety & Health
Liaison Officer	Lead: Fire Protection Specialist, Environmental Safety & Health Deputy: Support Services Commander, Police Department
Public Information Officer	Lead: Director of Media Relations, University Communications & Marketing Deputy: Assistant VP, Communications, University Communications & Marketing
Legal Officer	Lead: Assoc. General Counsel, Office of the General Counsel Deputy: University Counsel, Office of the General Counsel

- **General Staff:** Leads and Deputies for each IMT section.

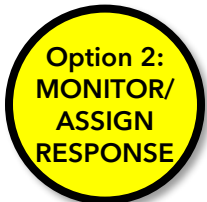
IMT General Staff leads and deputies	
Operations Section Chief	Lead: Assistant Director, Facilities Management Deputy: Assistant Director, Business Services, Facilities Management
Planning Section Chief	Lead: Emergency Manager, Police Department Deputy: Chief of Staff, Police Department
Logistics Section Chief	Lead: Director, Environmental Safety & Health Deputy: Assistant Director, Environmental Safety & Health
Admin/Finance Section Chief	Lead: Assistant Vice President and Controller, Financial Services Deputy: <i>Currently unidentified</i>

- 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.

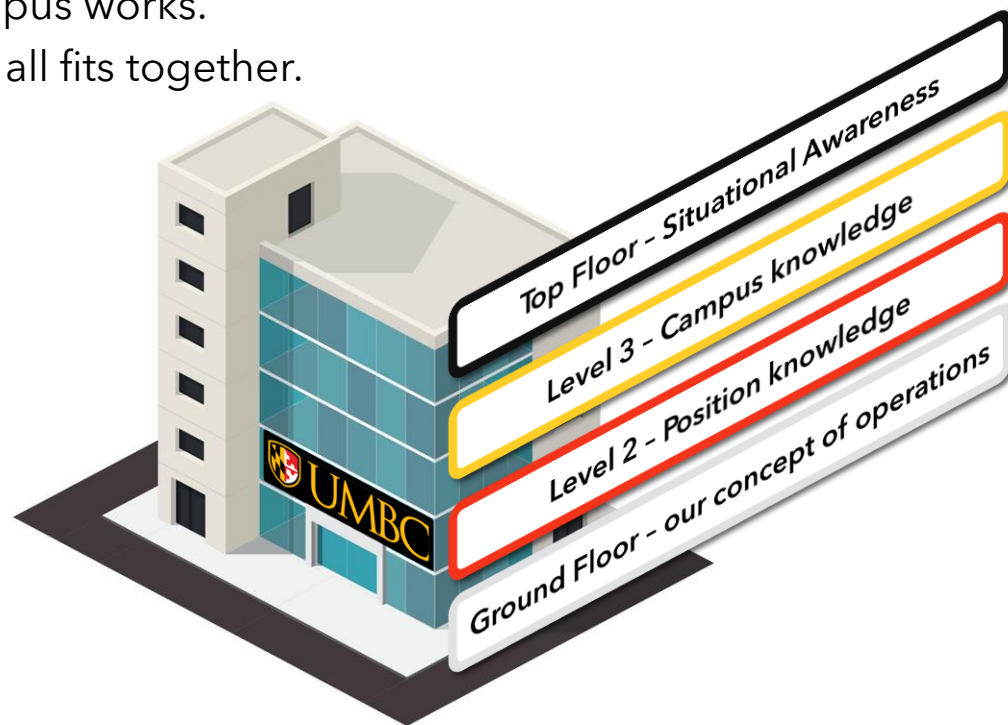


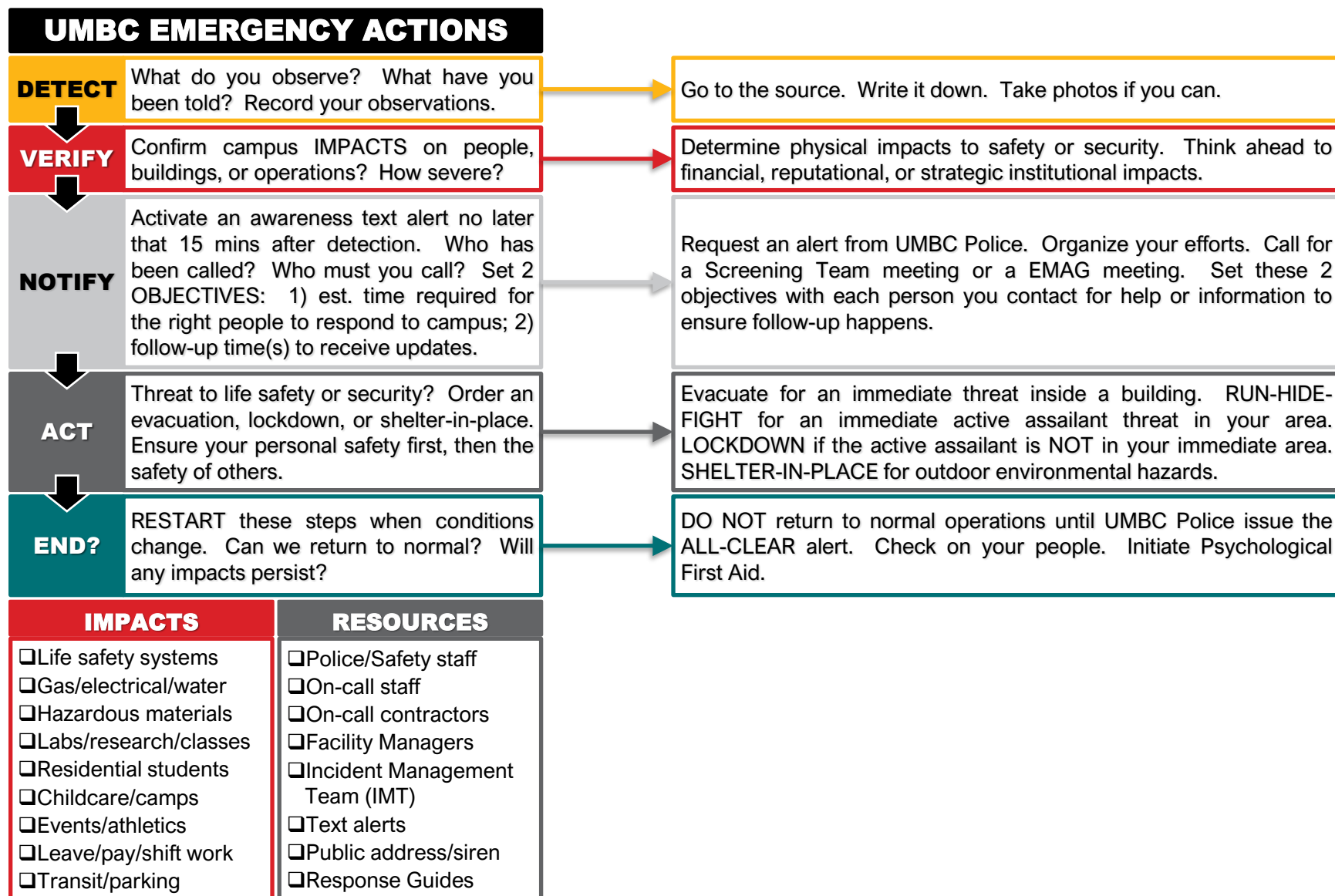


- Screening Team decision:

Action Level	EMAG activation criteria and required reporting
	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.
	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.
	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.

- Continued awareness of roles and responsibilities.
 - Fill any vacancies and designate alternates for backup.
 - Provide new opportunities to diversify - recruit new directors and managers.
- Provide training - levels of knowledge:
 - Ground Floor: Know our concept of operations.
 - Level 2: Know your role.
 - Level 3: Know how campus works.
 - Top Floor: Know how it all fits together.





- 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 Emergency Actions](#).
 - [Lock Down and Safe Haven Guidelines](#).
 - [AVOID-DENY-DEFEND Classroom Security Guide](#).
 - [AVOID-DENY-DEFEND Office Security Guide](#).
- Response Guides.
 - [Terrorism, Bomb Threat, or Suspicious Item](#).
 - [Campus Closure and Cancellation of Classes](#).

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.
CCT	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) <i>detect</i> ; 2) <i>verify</i> ; 3) <i>notify</i> ; 4) <i>act</i> ; and 5) <i>end</i> .
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.
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.
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.