



# ***EMERGENCY OPERATIONS PLAN (EOP) >***

May 15, 2024

## Statement on Emergency Preparedness

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This Emergency Operations Plan (EOP) describes how the University of Maryland (UMD) prepares for, responds to, and recovers from incidents. It provides a framework to effectively organize, coordinate, and direct resources toward emergency response and recovery. Emergencies that affect university operations may occur at any time, so this plan should be viewed as a flexible framework that is in effect at all times.

All members of the UMD community should prepare for emergencies and understand their roles in emergency situations. Students, faculty, and staff should familiarize themselves with the information and preparedness resources available from the Office of Emergency Management & Business Continuity's (OEMBC's) website at [prepare.umd.edu](http://prepare.umd.edu).

This plan supersedes all previous plans and is effective immediately upon the President's approval. The contents have been made available to individuals with incident responsibilities as well as other stakeholders upon request.

### PREPARED BY



May 15, 2024

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Erin Meyer  
Director, Emergency Management and Business Continuity

Date

### CONCURRENCE



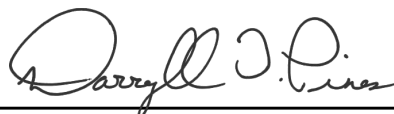
May 20, 2024

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Carlo Colella  
Vice President & Chief Administrative Officer

Date

### APPROVED FOR IMPLEMENTATION



June 11, 2024

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Darryll J. Pines  
President

Date

## Record of Changes

| Change Number | Date       | Changed By  | Change Location | Description of Change   |
|---------------|------------|---|-----------------|---|
| 1.0           | 03/01/2022 | Erin Meyer,<br>Director,<br>Emergency Management and Business Continuity  | All sections    | Updated incident management structure approved by President (2/2022); streamlined and reorganized document sections to improve clarity and functionality  |
| 2.0           | 3/15/2024  | Erin Kopacz,<br>Lead Emergency Preparedness and Continuity Specialist,<br>OEMBC<br><br>Erin Meyer,<br>Director, OEMBC | All sections    | The plan was reviewed in its entirety to improve clarity and functionality. Notable changes occur in the following sections with new content: <ul style="list-style-type: none"> <li>● 1.3</li> <li>● 1.4</li> <li>● 1.5.2</li> <li>● All of section 2.3 and its subsections</li> <li>● Appendix C</li> <li>● Appendix E</li> <li>● Appendix F</li> </ul> |
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# 1 Introduction

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This section presents the purpose and scope of this plan, describes the university and its special populations relevant to emergency planning, and summarizes the planning assumptions used in this document.

This plan is based on the *Guide for Developing High Quality Emergency Operations Plans for Institutions of Higher Education* (2013) issued by the Federal Emergency Management Agency (FEMA). The plan fulfills the University System of Maryland (USM) Policy VI-13.00 requirement to develop and maintain an emergency preparedness plan.

## 1.1 Purpose

The purpose of the University of Maryland (UMD) Emergency Operations Plan (EOP) is to outline how the university plans for, responds to, and recovers from incidents. The EOP is the basis for operating procedures across campus departments, offices, and units.

The goals of the EOP are to:

- Contribute to the protection of the health and safety of students, faculty, staff, and visitors on campus
- Mitigate impacts to university property and the environment
- Provide effective and well-coordinated responses to emergencies
- Minimize disruptions to university operations, and
- Restore normal operations as quickly as possible

## 1.2 Scope

The EOP addresses coordination of emergency preparedness, response, recovery, and mitigation for a comprehensive range of natural and human-caused hazards that could impact the safety, security, or health of the campus community including students, employees, and visitors. The EOP is the basis for how the university responds to a disaster.

The EOP applies to all divisions, schools, departments, offices, and units at the UMD College Park campus. It is an all-hazards plan containing general concepts that can be applied to a variety of institution-level incidents. Divisions, schools, departments, offices, and units should develop their own emergency procedures detailing their internal actions for incident management.

A different management structure is in place during planned activities that require greater than usual staffing (“events” such as football games or Commencement).

UMD’s response to infectious disease outbreaks is presented in the Campus Outbreak Response Plan, which is summarized in Annex A.

### **1.3 Office of Emergency Management & Business Continuity**

The University of Maryland's Office of Emergency Management & Business Continuity (OEMBC) is charged with maintaining a comprehensive university-level emergency management program to ensure an efficient and adequate response to and recovery from emergencies and incidents. OEMBC provides day-to-day coordination of planning, mitigation, response and recovery efforts and works closely with university departments and offices. OEMBC and its partners ensure a unified approach to managing campus-level emergencies and provide resources and critical information when needed.

OEMBC actively implements and manages preparedness activities when not directly involved in supporting an ongoing emergency. OEMBC's primary goal is to build a culture of preparedness on campus, aiming to make preparedness activities a regular part of people's lives. This is achieved through the creation and widespread distribution of outreach materials, the formulation of comprehensive emergency plans and procedures, the facilitation of training sessions and exercises, as well as the establishment and administration of various emergency preparedness programs and initiatives.

OEMBC collaborates with Program Advisors who are cross-functional advisors on emergency planning, exercises, and upcoming threats. This group consists of representatives from Academic Affairs; Athletics; Division of Information Technology (DIT); Department of Residential Facilities (DRF); Department of Environmental Safety, Sustainability and Risk (ESSR); Facilities Management (FM); Division of Student Affairs; University Health Center (UHC); and the Police Department (UMPD), and is led by OEMBC. The Program Advisors meet regularly to support emergency planning, including reviewing and updating this Emergency Operations Plan and other campus emergency plans, reviewing training and exercise needs, and discussing and identifying trends and new threats.

### **1.4 Department Continuity of Operations and Emergency Plans**

This campus-level EOP provides the foundation on which university departments develop and maintain their own Continuity of Operations (COOP) Plan, as well as emergency plans and procedures, as needed.

OEMBC provides support to departments in the creation of plans by addressing questions and providing general guidance and advice. In addition, OEMBC is currently working to provide emergency plan posters to be placed on the walls of every building on campus as well as distributing one-page emergency guides to occupants.

OEMBC supports all university departments in the development and exercising of their initial draft COOP Plans. These plans focus on their critical activities, which are defined as core functions, services, or operations that a department must continue (even during disruptions, emergencies, or adverse conditions) to meet its primary mission or objectives. Having a clear understanding of critical activities and a completed COOP plan helps university departments minimize downtime, reduce risks, and recover more swiftly when faced with unexpected challenges, thereby ensuring the continuity of their mission and services. Ultimately, it is the responsibility of each department to maintain and update their COOP Plans on an annual basis,

however, OEMBC conducts annual check-ins with the plan managers to ensure appropriate updates are made, staff are trained on the plan and procedures outlined, and points of contact are updated.

Once developed, departments should submit a copy of their plan to OEMBC for awareness. Departments should review their plan(s) on an annual basis and resubmit the plan to OEMBC following any major changes.

## **1.5 University Overview**

A wide variety of human-caused and natural hazards have the potential to disrupt some or all university operations. Factors specific to UMD, including population distribution, campus infrastructure, building conditions, weather patterns, and proximity to Washington, DC, influence how the university prepares for and responds to incidents.

### **1.5.1 Campus**

UMD is located in the City of College Park, in Prince George's County, Maryland, and is the flagship campus of the University System of Maryland (USM). The 1,345-acre campus is approximately four miles northeast of Washington, D.C. and home to approximately 40,000 students and 10,000 faculty and staff. The university ranks among the top research institutions in the country.

There are over 250 buildings on campus, including specialized research centers such as the Space Systems Laboratory and the Maryland University Training Reactor. Construction of the Purple Line light rail system that will connect the UMD campus with suburban communities in the greater DC area is ongoing.

The number of faculty, staff, students, and visitors on campus varies depending on the day and events taking place on campus. For sports, UMD is a member of the Big Ten Conference and draws large crowds for football games, basketball games, and other special events. The largest venues on campus are SECU Stadium with a capacity of 54,000, XFINITY Center with a capacity of 19,500, and Ludwig Field with a capacity of 7,000. The campus map is at [maps.umd.edu](https://maps.umd.edu).

### **1.5.2 Specific Demographic Groups**

#### ***1.5.2.1 Community Members with Access and Functional Needs***

Some members of the campus community have access and functional needs and may require accommodations. OEMBC works closely with the university's ADA/504 Coordinator's office to ensure emergency preparedness guidance is inclusive of specific instruction and information for people with disabilities. The ADA/504 Coordinator is a member of the Campus Incident Coordination Group. In addition, the Coordinator's office has a website dedicated to Emergency Preparedness For Persons with a Disability.

#### ***1.5.2.2 Community Members who Speak English as a Second Language***

UMD has a diverse workforce, including individuals who speak English as a second language. Apart from English, the two most commonly spoken languages among employees are Spanish and Haitian-Creole. OEMBC has instituted a process for translating outreach materials into both

Spanish and Haitian-Creole to ensure emergency preparedness guidance is more accessible to the broader university community. In addition, the OEMBC website has a language translation widget, enabling visitors to translate the site's content more easily.

#### **1.5.2.3 Minors**

UMD operates the Center for Young Children (CYC) on campus which serves preschool and kindergarten-age children. The CYC has representation on the Campus Incident Coordination Group so that they may be alerted to campus-wide incidents that may affect their operations. UMD also hosts numerous activities and events for youth, including campus tours, camps, conferences, and other pre-school or specialized programs, which are organized and managed by various departments on campus and typically coordinated through Conferences and Visitor Services as well as the Office of Extended Studies. In the event of an emergency, all of these entities have their own documented procedures, as well as a process for notifying family members.

#### **1.5.3 Risk Assessment**

The Threat and Hazard Identification and Risk Assessment (THIRA) is a foundational best practice in emergency preparedness and is required by USM Policy VI-13.00 Policy on Campus Planning, Preparedness, and Response. The university uses best practices in risk assessment methodology recommended for higher education.

Additional information on IT systems risk mitigation strategies can be provided by DIT.

### **1.6 Planning Assumptions**

This plan is based on the assumptions listed below:

- OEMBC administers this plan.
- Emergencies may occur at any time, with or without notice.
- Emergencies may have economic, physical, social, and reputational impacts.
- The university has capabilities, including personnel, equipment and supplies, facilities, and other resources to ensure the preservation of lives and property in the event of an emergency.
- The university will dedicate the resources necessary to develop, implement, and disseminate emergency plans and procedures.
- The university will assess and address hazards, vulnerabilities, and risks through mitigation efforts.
- The university will utilize its resources and capabilities before requesting additional resources from the county or higher-level agencies.
- The university may enter into mutual aid agreements and memoranda of understanding with other entities to support emergency management activities.
- The university follows relevant state and federal guidance in developing emergency management plans.

## 2 Concept of Operations

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This section briefly describes how UMD prepares for, responds to, and recovers from incidents.

### 2.1 Preparedness Activities

Activities such as planning, training, and conducting exercises are critical for ensuring UMD is ready to respond when an incident arises. All faculty, staff, and students should be familiar with possible risks and plan how to respond when an emergency occurs. OEMBC (and other units with incident responsibilities) helps to familiarize members of the campus community with possible risks and appropriate preparation and response activities. In addition, they offer in-person and virtual learning opportunities as well as virtual and hardcopy resources. OEMBC also maintains some of UMD's campus-level emergency plans, and conducts training and periodic exercises to support effective incident response.

### 2.2 Incident Response Priorities

Response operations are immediate activities taken during an emergency to protect lives, property, and the environment. Examples of response activities include evacuation or shelter in place, dissemination of public alerts, law enforcement activities, and administering emergency medical services. Once life-safety threats have been addressed, campus-level coordination described in the next section will begin.

The university's priorities for campus-level incident response activities are listed below in order of importance. These priorities guide the allocation of resources in the event of an emergency.

1. Protect life: reduce the risk of injury or death to emergency responders and community members
2. Stabilize the incident: prevent the incident from increasing in scale
3. Protect the environment: minimize negative environmental impacts
4. Preserve university property: minimize damage to and loss of university property
5. Restore mission critical operations: restore services critical to emergency response, the wellbeing of students, and the integrity of educational and research programs

### 2.3 Campus Incident Management Structure

Most incidents on campus are of limited scope (e.g., small laboratory spills, brief localized power outages, and law enforcement apprehensions). These incidents are effectively addressed by individual departments working closely with their frequent partners. Each department should create and maintain their own internal emergency response procedures outlining and guiding the staff's actions.

When an incident requires involvement beyond the primary department(s) or significantly affects the university's ability to perform mission-critical activities (e.g., an extended infrastructure outage affecting numerous buildings, a tornado touchdown on campus that

significantly damages a building, an outbreak of a serious infectious disease), additional coordination is needed to align operational and strategic considerations.

UMD’s campus incident management structure is summarized in **Figure 1** and **Figure 2**, as well as the subsequent text.

**Figure 1: Overview of Campus-level Incident Management Structure**

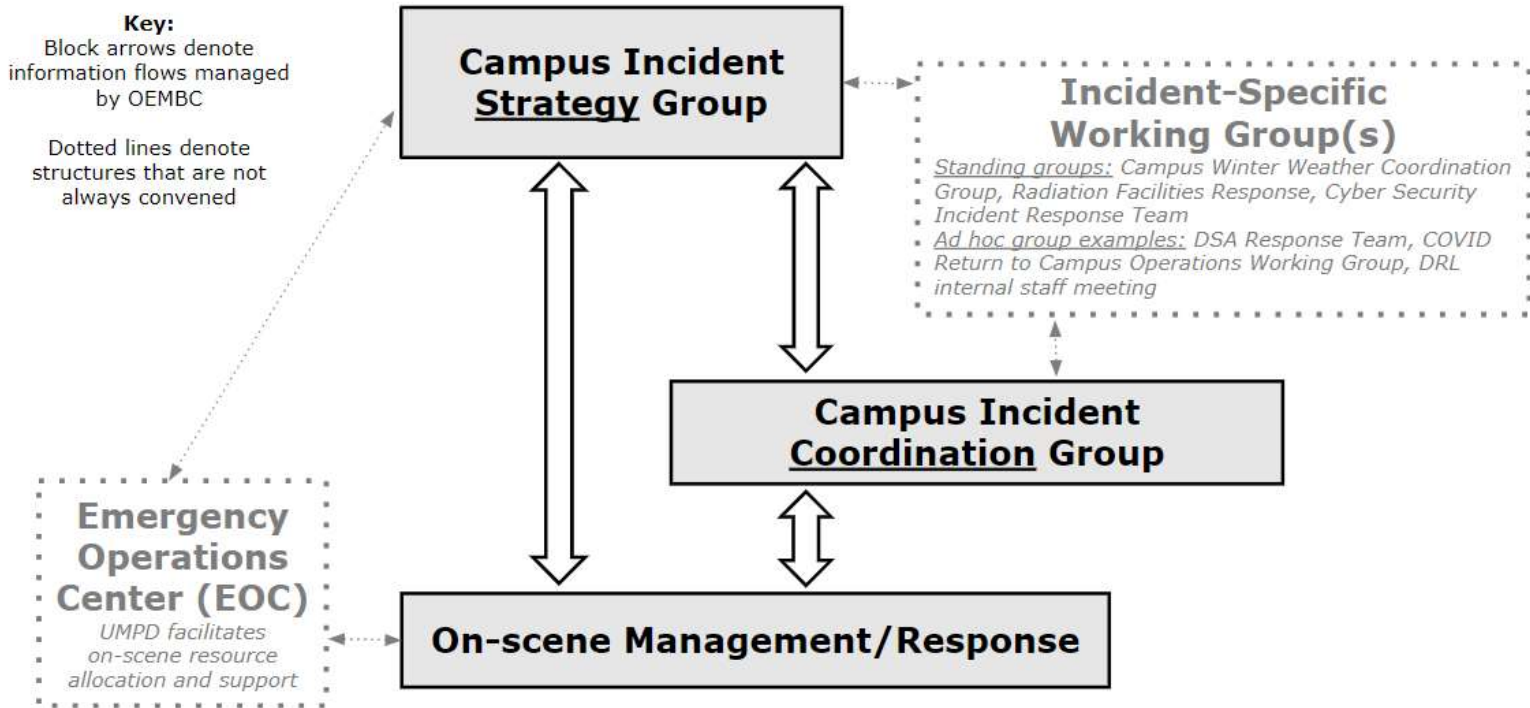


Figure 2: Details of Campus-Level Incident Management Structure

|                             | Campus Incident Strategy Group   | Campus Incident Coordination Group   | On-Scene Mgmt/Response Teams  | Emergency Operations Center (EOC)   | Incident-Specific Working Groups   |
|-----------------------------|--|--|---|---|--|
| <b>Definition / Purpose</b> | Make high-level decisions and provide strategic guidance   | Share information to assess campus impacts and support collaboration   | Protect life and property; restore operations   | Large-scale response to incident to manage support/resources for on-scene teams | Execute incident-specific projects or priorities   |
| <b>Membership</b>           | President and key advisors   | Leaders of operational teams (e.g., AFOs, key designees from campus divisions/units)   | UMD teams responding to incident site. Typically involves small cross-functional teams with leadership structure  | Many UMD teams involved with direct support of on-scene response activities     | A group of specialists within a single department /division or across divisions  |
| <b>Decision - Making</b>    | Operational, reputational, and legal decisions (e.g., closures, campus community communications) | <i>Not a decision-making body.</i> Decisions are individually made by the operational leader based on their role, brought to their leadership's attention, or routed to the Strategy Group | Life-safety, technical, and tactical, on-site decisions to restore operations (e.g., implementing security measures or deploying specialized equipment) | Resource allocation and technical decisions provided to on-scene responders     | Targeted, incident-specific decisions (e.g., increased counseling, media collaboration, prioritizing facility repairs) |



The images above highlight the various groups of people that could convene in response to a more significant event that affects campus. Specific details about each group and their responsibilities are described below, and the means by which they are convened is detailed in Section 3: Communications.

Notably, the three principal groups frequently convened for a campus-level incident are the Campus Incident Strategy Group (leaders who make high-level decisions), the Campus Incident Coordination Group (an information distribution mechanism), and the on-scene management/response teams. Communication channels between these groups are overseen by OEMBC, facilitating seamless information flow during emergencies. The Campus Incident Coordination and Strategy Groups may convene simultaneously, sequentially, or independently of each other, contingent upon the nature and intricacy of the emergency, as well as the specific requirements of university leadership and the actively involved departments.

In the event of an incident that requires heightened coordination, an Emergency Operations Center (managed by UMPD) may be activated to organize information and support for on-scene teams. In addition, incident-specific working groups may be established on a case-by-case basis to execute incident-specific projects. While these groups are not convened regularly and would not replace any of the three principal groups, they are mobilized as needed, ensuring an adaptive and effective response to emergent situations.

This incident management structure incorporates tenets of the Federal Emergency Management Agency’s (FEMA) Incident Command System (ICS) and the National Incident Management System (NIMS), as well as best practices from peer institutions. More information can be found in Appendix A.

### **2.3.1 All-Hazards Approach to Incident Management**

The incident management structure was designed to handle all incident types in a consistent manner. Whether the campus experiences severe weather, an infrastructure issue, a cyber attack, an active shooter event, or a hazardous material spill, all incidents are managed similarly, utilizing the above incident management structure and convening the appropriate group(s). However, sensitive investigations and similar response activities are managed at the discretion of leadership, and there is a campus-wide plan for dealing with infectious disease outbreaks, which may not incorporate the incident management structure.

### **2.3.2 Campus Incident Strategy Group**

The Campus Incident Strategy Group (herein referred to as the “Strategy Group”) provides strategic direction and decisions to ensure an effective response and recovery for major incidents. It is comprised of the President and Cabinet-level advisors, the OEMBC Director, and the Chief of Police. Each member has a self-assigned backup to participate in the Strategy Group in the member’s absence.

Strategy Group activations can be requested by the members or determined by OEMBC. The Strategy Group is convened to make timely campus-level decisions as needed during a

large-impact incident. For example, this group may make decisions about campus operating status and messaging to the campus community and external stakeholders.

Members of this team receive incident notifications and updates coordinated by OEMBC. At the Strategy Group's request, a subject matter expert may join them to provide critical incident information and address their specific questions. They can also request and establish incident-specific working groups to address wide-ranging needs.

Regardless of the frequency of incidents, the Strategy Group meets quarterly to participate in exercises and receive training on focused topics.

### **2.3.3 Campus Incident Coordination Group**

The Campus Incident Coordination Group (herein referred to as "Coordination Group") consists of functional/operational leaders from across campus who are convened to share information during a campus-level incident. Throughout the incident, this group receives timely information through short, periodic incident briefings intended to keep independent incident activities coordinated. The department with the most information regarding the developing incident begins the briefing, and OEMBC facilitates report-outs from other functional teams to gather campus impacts and coordinate requests for assistance. Coordination Group members must participate in onboarding training prior to joining the group and receiving alerts to join briefings. They must also undergo annual refresher training on the group's purpose, their roles and responsibilities, structure of briefings, and maintaining confidentiality for the information shared during an incident.

Coordination Group activation decisions are made by OEMBC.

### **2.3.4 On-Scene Management/Response Operations**

Depending on the incident, on-scene management/response would be managed by UMPD, FM, Fire Marshal, DRE, or some combination of those entities. Each has its own internal incident management structure with designated incident commanders who oversee the response and effectively manage the incident. These departments have extensive experience responding to incidents as a unified group and coordinating together on initial incident notification, on-scene safety and security, coordination of resources and personnel, briefings to the Coordination and/or Strategy Group, and restoration and recovery activities.

### **2.3.5 Groups Needed for Heightened Coordination**

#### ***2.3.5.1 Incident-Specific Working Group(s)***

Incident-Specific Working Groups are not needed for every event. However, depending upon the nature of an incident, university leaders (i.e., members of the Strategy Group) may gather a group of subject matter experts to execute incident-specific projects and make incident-specific decisions.

Some working groups are standing groups that convene in response to certain incident types. These include the Campus Winter Weather Coordination Group and the Cybersecurity Incident

Response Team. Other working groups are stood up on an ad hoc basis. Examples of these are listed in **Table 1** below.

**Table 1: Examples of Incident-Specific Ad Hoc Working Groups**

| Incident Example  | Working Group                                      | Level            | Requested By               |
|---|--|------------------|----------------------------|
| Pandemic  | COVID-19 Return to Campus Operations Working Group | Cross-divisional | Strategy Group             |
| Active shooter, extended wifi or heating/cooling outage | Division of Student Affairs Response Team          | Divisional       | Division VP                |
| Power outage, water main break                          | Internal departmental staff meeting                | Department/Team  | Department/Team Leadership |

These groups brief their activities and recommendations to the Coordination and/or Strategy Groups as appropriate.

**2.3.5.2 Emergency Operations Center (EOC)**

An Emergency Operations Center (EOC) is a physical operational hub during emergencies that reach a certain threshold which require in-person coordination. USM policy VI-13.00 Section 4 requires UMD to have an EOC capability to “collect and analyze data, coordinate resources, and to have situational awareness for specified emergencies and incidents.” The university’s EOC is convened and managed by UMPD at the Chief of Police’s request. Select UMD teams involved with direct support of on-scene response activities will gather to coordinate information and provide support for on-scene teams. The EOC is the centralized location where departments deploy representatives to facilitate in-person information sharing, coordination, and resource procurement.

The University’s Game Day Operations Center (GDOC) serves as an EOC-like function and is operated several times a year for home football games and other special events (i.e., commencement). It includes representatives from FM, Department of Transportation Services (DOTS), OEMBC, Prince George’s County Fire and Police, the Fire Marshal’s Office, Athletics, and others.

**2.4 Recovery**

As the immediate threat, hazard, or emergency subsides, the restoration of university operations begins through recovery activities of varying durations. Activities may range from

restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat, hazard, or emergency facing the university.

Additional information on UMD institution-level recovery is contained in the UMD Continuity of Operations (COOP) and Recovery Plan (Annex C).

### **2.4.1 Recovery Activities**

Recovery activities are conducted by affected departments. Recovery typically begins with the following activities:

- Assess damage (an appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources)
- Identify and prioritize recovery needs and tasks
- Report damaged State Property to ESSR  
(<https://essr.umd.edu/about/risk-management/insurance/state-property-loss-or-damage>)
- Determine costs associated with response and recovery
- Apply for state and federal assistance (if warranted)
- Conduct hazard mitigation analyses
- Identify residual hazards

### **2.4.2 After-Action Reviews and Reports**

The purpose of an after-action review is to allow participants an opportunity to examine the strengths and areas for improvement of a response to an exercise scenario or emergency. OEMBC coordinates cross-functional after-action reviews upon request from leadership, usually involving representatives from the Coordination Group. OEMBC summarizes these conversations in an after-action report (AAR). These reports are shared with incident participants and their respective leaders, and a copy is provided to the Strategy Group. OEMBC utilizes the Program Advisors to follow up with functional teams to discuss progress on their assigned areas of improvement and track the identified lessons learned through to completion.

Upon request by the Strategy Group, AARs may also be developed to capture their specific feedback from an incident.

Lastly, internal teams are always encouraged to review the incident, draft lessons learned, and update their policies (if applicable).

## 3 Communications

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This section describes the ways in which emergency information is shared with various campus populations.

### 3.1 Emergency Personnel Communications

University personnel use a variety of communications tools and systems in an emergency. Examples of communication platforms include radios, email distribution lists/Google Groups, manual call trees, mass notification systems, and video conferencing (e.g., Zoom). Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) cards are also used to prioritize telecommunications for select individuals during times of network congestion.

### 3.2 Convening Groups in the Incident Management Structure

UMD uses an incident notification platform to quickly convene the Coordination Group and Strategy Group. OEMBC is able to send a text alert, email message, and a phone call to all members of the group, instantaneously and simultaneously notifying them of an incident and pulling them into a conference call to receive a briefing.

### 3.3 Warnings and Mass Notification

UMD issues accurate and timely warnings and information to the campus community by using the UMD Alerts system. UMD Alerts is a mass notification system that uses a variety of communication channels to notify students, faculty, and staff during an active, major campus emergency, including:

- Text messages (short message service [SMS]) to mobile devices
- Alert beacons located in select buildings
- Early warning sirens
- Email

UMD Alerts is managed and operated by UMPD. Students, faculty, and staff are not required to opt-in to receive alerts; all university members are automatically opted-in when they join the university, and contacts are regularly updated. When UMPD determines there is an active emergency in which the physical safety of the campus community may be at risk, a notification is initiated. Examples of when UMD Alerts would be activated include:

- A person actively shooting a weapon on campus
- A tornado warning is issued by the National Weather Service
- A major hazardous material spill affecting campus

Localized incidents (such as a small fire, hazardous material spill in a lab, isolated criminal offense not referenced in the Clery Act) likely would not require a mass notification.

Sirens are activated to notify members of the UMD community who may be outdoors that there is an imminent threat, such as a tornado, and there is short advance notice of occurrence.

The UMD Alert system is tested monthly.

### **3.4 Other Campus-Wide Communication**

For a major incident, the institutional response and communications strategy is led by the Office of Marketing and Communications. This office provides timely synthesis of information for ongoing incidents from UMPD, the President's Office, and operational responders. This centralized approach is in place to prevent misinformation, rumor-spreading, and inconsistent messaging.

When needed, the Office of Marketing and Communications provides issue briefs to campus communicators that include suggested social media content, talking points, key messages, etc. During an incident, campus communicators are asked to refrain from posting on social media sites, unless re-posting from the university's primary, authenticated channels or using content provided in an issue brief.

For incidents that affect the institution but which are less severe (e.g., power outages, IT system outages), individual departments are authorized to communicate time-sensitive guidance to their constituencies using pre-scripted messaging developed in consultation with the Office of Marketing and Communications. As appropriate, departments tailor and amplify this messaging to their target populations (e.g., students living in residence halls).

#### **3.4.1 Public Messaging**

The Office of Marketing and Communications employs a mix of communications channels to transmit information and updates for ongoing incidents (Annex C).

#### **3.4.2 Media Relations**

The Office of Marketing and Communications manages all media inquiries and approves the release of official statements and comments during a crisis. The university Chief Communication Officer is the official spokesperson for the university and must approve any information released to the media.

Public Information Officers (PIOs), with approval from the Chief Communication Officer, provide official statements or comments during a crisis and serve as official spokespeople on behalf of the university.

## **4 Plan Maintenance and Training**

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This section summarizes the maintenance and exercise schedule for this plan.

### **4.1 Plan Maintenance**

OEMBC is responsible for the overall preparation and coordination of the EOP. As required by USM policy, this plan is reviewed every two years by OEMBC and the Program Advisors. Changes are logged on the Record of Changes table at the beginning of the document.

### **4.2 Training and Exercises**

Training is a critical component of a successful emergency management program. OEMBC coordinates regular training on this plan for functional teams, training on specific hazards, and supports departmental exercises and training.

Exercises refer to activities used to test plans, protocols, and/or procedures intended to validate the planning and training process. OEMBC maintains a multiyear training and exercise tracker, as well as a summary dashboard. The types of exercises are determined based on real incidents and events, assessments of risk, and industry trends. The Program Advisors group, in coordination with OEMBC, is responsible for maintaining this tracker

## **Appendix A: Use of ICS and NIMS in UMD's Response Model**

This section is required by [USM policy VI-13.00](#), Section 2. A. 1. j).

UMD's incident management structure is based on the tenets outlined in the Federal Emergency Management Agency (FEMA)'s National Incident Management System (NIMS) and Incident Command System (ICS).

### **NIMS**

NIMS is a systematic, proactive, and common approach that allows organizations and agencies to work together to manage incidents regardless of the cause, size, location or complexity in an effort to reduce loss of life, property and harm to the environment. The Campus Incident Coordination Group is structured according to the NIMS Departmental EOC Structure.

### **ICS**

ICS is a nationally used, standardized, on-scene emergency management concept that can be scaled depending upon the incident. UMD's on-scene response teams (e.g., UMPD, FM, Office of the Fire Marshal, DRF) utilize concepts of ICS during all-hazards response activities. ICS characteristics that have been integrated into the UMD emergency response structure include:

- Incident action planning
- Chain and unity of command
- Accountability and coordination of resources

### **ESFs**

Emergency Support Functions (ESFs), outlined in FEMA's National Response Framework, align categories of resources and provide strategic objectives for their use. The UMD community has a variety of capabilities that align with most of FEMA's ESFs, as summarized below, although the ESF construct is not explicitly used in UMD's incident management structure.



**Table A1: ESF Alignment**

| <b>Emergency Support Function</b>   | <b>Responsibilities</b>   | <b>Primary UMD Unit</b>  |
|---|---|--|
| 1. Transportation   | Coordinate transportation resources, including resources from external sources  | DOTS   |
| 2. Communication  | Ensures voice and data communications are provided to support emergency response and facilitates restoration of the IT infrastructure         | DIT  |
| 3. Public Works & Engineering   | Protects, assesses, and restores campus infrastructure and coordinate debris management operations  | FM   |
| 4. Firefighting   | Coordinate and plan with, and supports, outside fire and rescue service providers   | Office of the Fire Marshal                                       |
| 5. Information and Planning   | Provides public information and protective actions guidance; coordinates media and community relations  | Office of Marketing and Communications                           |
| 6. Mass Care, Emergency Assistance, Temporary Housing, and Human Services | Coordinate emergency mass care including sheltering, feeding, distribution of emergency supplies, and long-term housing needs                 | Division of Student Affairs                                      |
| 7. Logistics  | Obtain required resources including equipment, supplies, and services   | Typically FM, UMPD, and Office of the Fire Marshal               |
| 8. Public Health and Medical Services                                     | Assess public health needs, coordinate public health response, provide health services, coordinate with external health and medical providers | University Health Center (UHC)                                   |
| 9. Oil and Hazardous Materials Response                                   | Coordinate spill response and cleanup   | Department of Environmental Safety, Sustainability & Risk (ESSR) |
| 10. Public Safety and Security  | Provides law enforcement activities and security during emergency response  | UMPD   |

UMD EMERGENCY OPERATIONS PLAN

| <b>Emergency Support Function</b> | <b>Responsibilities</b>  | <b>Primary UMD Unit</b> |
|-----------------------------------|--|-------------------------|
|                                   | Manages the UMD Alerts mass notification system, the Emergency Operations Center (EOC), and Public Safety Radio system |                         |

## **Appendix B: Administration, Finance, and Logistics**

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This section is required by [USM policy VI-13.00](#), Section 2. B. 1. a).

University departments that participate in emergency response must maintain careful and complete records of expenditures. The university may be eligible for reimbursement of expenses or losses from the state or federal government, so accurate and thorough records are essential and required.

For incidents likely to involve the FEMA or the Maryland Emergency Management Agency (MEMA) assistance, departments should track their human and property resource use. Tracking is usually through Excel or other methods determined suitable by the department. The Department of Environmental Safety, Sustainability and Risk will provide guidance at the time of the event.

## **Appendix C: Multi-Disciplinary Behavioral Assessment**

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This section pertains to the requirements of [USM policy VI-13.00](#), Section 1. B. 3.

### **BETA (Behavior Evaluation and Threat Assessment) Team**

The BETA (Behavior Evaluation and Threat Assessment) Team evaluates reports about University of Maryland community members who are concerning, disruptive, or threatening. The team brings expertise from various functional areas: public safety (policing), mental health (psychiatry and social work), counseling (psychology), student conduct, and student affairs, faculty affairs, and human resources to assess concerning behavior and to develop strategies to support the well-being of all members of the campus community, as well as the academic success of all students.

It is rare for UMD community members to be disruptive, threatening, or violent; however, sometimes people behave in ways that others may consider concerning or alarming. Examples may include:

- Being disorderly, disruptive, or verbally aggressive – expressing uncontrollable anger, hostility, or frustration;
- Acting bizarrely, disturbed, or odd for that person;
- Threatening physical harm – in person, on the phone, or electronically;
- Being a threat to oneself – suicidal ideation; and/or
- Possessing a weapon, being violent, or damaging property

The BETA Team is composed of representatives from the Counseling Center, the University Health Center's Behavioral Health Services, the Office of Student Conduct, UMPD, University Human Resources, the Office of the Provost and the Office of the Vice President for Student Affairs. The BETA Team may consult with other University units when appropriate.

In accordance with UMD's Fitness for Duty policy (VI-8.00 (F)), the University Health Center will partner with units as appropriate to review reports of concerning behavior from staff and faculty.

If someone is concerned about a member of the campus community for whatever reason, they are advised to contact the police or any member of the BETA Team. BETA also has a reporting site online.

### **Faculty Staff Assistance Program**

The Faculty Staff Assistance Program (FSAP) is an assessment, referral, coaching, consultation and short-term counseling service available to all full- and part-time employees of UMD. FSAP services are free, and their counselors address a variety of work-related conflicts and personal issues such as depression, anxiety, relationship and family conflicts, as well as medical, legal and financial concerns. They are also available to meet with departments for a debriefing following a

death or other traumatic event (e.g., for any member of the Campus Incident Management Structure who may be having difficulty following a campus-wide incident). Coaching is also provided to managers on how they can best work with their employees and connect them with FSAP services if needed.

## **Appendix D: Third-Party Emergency Surge Support**

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Departments are encouraged to develop their own mechanism to handle surges in telephone or email inquiries resulting from incidents. The UMD main phone number (301-405-1000), operated by DIT (henceforth referred to as “UMD Call Center”), is available to provide operational expertise for departments responding to a temporary influx of phone calls. Departments should work with DIT to include surge support procedures into their Departmental Continuity of Operations plan.

In the event that the UMD Call Center can no longer support the volume of calls it receives or needs phone operators trained to respond to callers, a third-party vendor is under contract to supplement or replace the UMD Call Center.

- In addition to call center support, this vendor has the capability to provide a variety of emergency services to the UMD community, to include Family Assistance Center mobilization and staffing (provides centralized support to affected individuals needing a compassionate environment, such as bereaved families or displaced residence hall students). See Appendix F for more information.
- A dedicated incident hotline with subject matter experts in family and survivor assistance who can provide crisis-level support, information and logistics, notifications, and accounting for people

Authorized individuals are regularly trained on the process for activating resources including vendor support for the UMD Call Center and the Family Assistance Center.

## Appendix E: Major Identified Threats and Hazards

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This section is required by [USM policy VI-13.00](#), Section 3. A. 3.

A number of physical threats and hazards that threaten the stability and safety of the campus community have been identified through the university's risk assessment methodology. Mitigation actions for specific threats are summarized below.

### Utility Outage Procedures

FM is responsible for ensuring disruptions to UMD's utilities (e.g., steam, gas, power, water) are promptly detected and addressed. Outages resulting in significant or prolonged disruption to campus operations require extensive coordination with stakeholders throughout the UMD community. FM maintains internal procedures as well as higher-level coordination protocols describing the ways in which UMD departments work together to restore utility operations and mitigate the impacts of outages. These plans are reviewed regularly by FM leadership.

If a utility outage results in significant damage or disruption to the campus, the Campus Incident Coordination and Campus Incident Strategy Groups are convened to coordinate appropriate operational actions.

### Severe Weather Procedures

Severe weather events have the potential to disrupt business operations and damage critical infrastructure within the UMD community. These events include a snow storm/ice, tornado, hurricane, and flash flooding, which could occur with limited notice. Impacts of severe weather events on campus could include a power outage, infrastructure collapse or damage (e.g., burst pipe, flooded roadways), structural damage to UMD buildings, environmental damage (e.g., downed trees), and injury to members of the UMD community.

Departments are responsible for ensuring they have mechanisms in place to receive advance notifications issued by the National Weather Service. Individual departments are responsible for responding to severe weather warnings and conducting damage assessments according to their internal procedures. For example:

- When a tornado warning is issued, UMPD sounds the campus sirens and sends a notification to the campus community via UMD Alerts.
- When inclement weather threatens the safe operations of campus activities (e.g., a winter storm or ice event), OEMBC and FM meet with the Provost and others that are part of the Campus Winter Weather Coordination Group to assess necessary changes to the following day's activities (e.g., campus closure, telework, cancelation of classes). In preparation for those meetings, OEMBC compiles and shares information pertaining to upcoming weather, road conditions, and relevant closings. Any operational status changes are relayed to the campus community via UMD Alerts, Social Media outlets, and the Snow Line (301-405-SNOW).
- When a hurricane seems likely to affect the campus area, OEMBC will convene the Campus Incident Coordination Group and notify the Campus Incident Strategy Group to ensure functional departments are aware of the threat.

When a severe weather warning is issued, employees with incident management responsibilities (and the entire campus community) should take immediate protective actions to ensure their safety. If severe weather results in significant damage or disruption to the campus, the Campus Incident Coordination and Campus Incident Strategy Groups are convened to coordinate appropriate operational actions.

### **Incidents Requiring Shelter-in-Place or Evacuation**

Members of the UMD community may need to evacuate or shelter-in-place to ensure their safety during an emergency.

OEMBC is currently working to provide emergency plan posters to be placed on the walls of every building on campus as well as distribute one-page emergency guides to occupants. The posters and materials feature maps of the building floors where they are displayed, showcasing all exits. They also provide clear instructions on what actions to take (e.g., sheltering, evacuation) in different emergency situations.



## **Appendix F: Family Assistance Center**

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In the event that UMD requires activation of a Reception Center or Family Assistance Center (e.g., following an incident that involves injured or deceased members of the campus community), OEMBC has been collaborating with the Division of Student Affairs on the development of a Family Assistance Center (FAC) Plan. The plan will provide a framework for how key units at UMD will work together internally as well as with local, regional, and national authorities to provide assistance to members of the campus community affected by an incident and their families. The plan, which is currently under development, will include a range of responses from on-site reunification efforts to full-scale FAC operations.

Authorized individuals may request a full copy of the latest plan.

## **Annex A: Campus Outbreak Response Plan**

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This section is required by [USM policy VI-13.00](#), Section 3. A. 3.

Cases and outbreaks of new and emerging infections or existing infections are an ongoing potential hazard to the health and safety of the university community and operations as an institution of higher education.

The Campus Outbreak Response Plan provides a framework for how key units at UMD will work together internally and with local, regional, and national public health authorities to manage the incidence of infectious disease on our campus.

The plan addresses basic steps that will be implemented under the direction of the University Health Center to care for ill individuals, communicate about disease situations with the community, and prevent the spread of an infection. The Campus Outbreak Response Plan is reviewed at least annually with key stakeholders and is a living document which is continually updated based on new information and experience.

Authorized individuals may request a full copy of the latest plan.

## **Annex B: Incident Communications Plan**

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This section pertains to a document required by USM policy VIII-21.00, Section II.

The Incident Communications Plan outlines the roles, responsibilities, and processes that guide the university in ensuring timely, accurate, and transparent information is disseminated to the campus community and external stakeholders before, during, and after an incident.

The plan is reviewed at least annually by the Office of Marketing and Communications and its stakeholders. Authorized individuals may request a full copy of the latest Incident Communications Plan.

## **Annex C: Continuity of Operations (COOP) and Recovery Plan**

In accordance with USM VI-13.00 Policy On Campus Emergency Planning, Preparedness, and Response, OEMBC developed UMD's Continuity of Operations (COOP) and Recovery Plan. This plan is usually activated in conjunction with the UMD EOP and can be activated by the OEMBC Director or their designee.

Authorized individuals may request a full copy of the latest campus-level COOP and Recovery Plan.