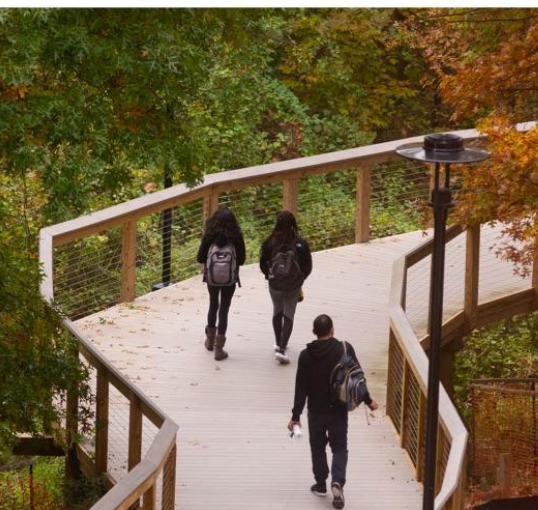




# CRISIS MANAGEMENT PLAN



## Executive Summary

Now more than ever, leaders of institutions must be prepared to quickly respond to, and recover from, a wide range of risks and crises. From natural disasters to an ongoing pandemic, cyber disruptions or criminal acts of violence, planning and preparing can be time-consuming and stretch existing resources. An integrated and coordinated approach combining elements of both Enterprise Risk Management (ERM) and Crisis Management (CM) helps institutions improve crisis readiness and crisis response. Although risk cannot be eliminated, institutions can have a plan in place to prepare for uncertainty, mitigate risk, respond effectively, and restore operations.


In accordance with the University System of Maryland (“the System”) Policy on Crisis Management VIII-21.00, the Universities at Shady Grove (USG) has developed this Crisis Management Plan (CMP). The plan documents a process, set of protocols, and steps for preparing and responding to crisis events, including who will be involved and what they will do.

The CMP identifies an Emergency Preparedness and Incident Response Team (EPIRT) and its cross-functional members, and outlines the team’s responsibilities and process for initiating and sustaining specific actions and processes if/when a crisis occurs. This plan is intended to be broad to allow for application to a variety of crises. Depending on the nature and scope of the crisis, the EPIRT members will convene to assess and identify the level of response activity required and coordinate the University response until resolution.

The CMP also details how the USG campus will conduct emergency preparedness activities and develop, implement, and review emergency preparedness plans and procedures. Finally, the CMP underscores the importance of regular training and exercise activities, and describes the value in evaluating and debriefing following a crisis response.

USG’s crisis management approach is certain to evolve in response to the changing nature of risks and threats, as stakeholders move in and out of leadership roles, and as best practices emerge within the crisis management arena. One thing is certain: continual planning and preparation will enable USG to better mitigate risk and bolster resilience during times of crisis.

## APPROVED FOR IMPLEMENTATION

  
\_\_\_\_\_  
Anne Khademian  
Executive Director

March 8, 2023  
\_\_\_\_\_  
Date

**Record of Changes**

Change Number	Date	Changed by	Change Location	Description of Change

**Table of Contents:**

<b>Executive Summary</b>	<b>2</b>
<b>Record of Changes</b>	<b>3</b>
<b>Table of Contents:</b>	<b>4</b>
<b>1 Introduction</b>	<b>5</b>
1.1 Purpose	5
1.2 Scope	5
1.3 University Overview	5
1.3.1 The USG Campus	5
1.4 Planning Assumptions	6
<b>2 Concept of Operations</b>	<b>7</b>
2.1 Preparedness Activities	7
2.2 USG Emergency Operations Policies and Procedures	7
2.3 Incident Response Priorities	8
2.4 Crisis Incident Response	9
2.5 Internal Emergency Incident Notifications	10
2.6 USG Closing Protocols	11
2.7 Incident Command System (ICS) Structure	12
2.8 Recovery	13
2.8.1 Recovery Activities	13
2.9 After Action Reviews and Reports	13
<b>3 Communications</b>	<b>13</b>
3.1 Emergency Personnel Communications	13
3.2 Warnings and Mass Notification	13
3.3 Incident Communication	14
<b>4 Plan Maintenance and Training</b>	<b>14</b>
4.1 Plan Review and Maintenance	14
4.2 Emergency Preparedness Training and Exercises	15
<b>Appendix A: USG Campus Map</b>	<b>16</b>
<b>Appendix B: USG Closing Protocols Chart</b>	<b>17</b>
<b>Appendix C: Example ICS Chart</b>	<b>18</b>

## 1 Introduction

This section presents the purpose and scope of this plan, describes the university, and summarizes the planning assumptions used in this document.

### 1.1 Purpose

The purpose of The Universities at Shady Grove (USG) Crisis Management Plan (CMP) is to outline how the university plans for, responds to, and recovers from incidents.

The goals of the CMP are to:

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

### 1.2 Scope

The CMP 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 CMP is the basis for how the university responds to a crisis.

### 1.3 University Overview

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

#### 1.3.1 The USG Campus

The Universities at Shady Grove (USG) is a University System of Maryland (USM) Regional Higher Education Center (RHEC) offering upper level undergraduate and graduate education in Montgomery County, Maryland. Established in 2000, USG offers nearly 80 undergraduate and graduate degree programs from nine Maryland public universities on one convenient campus in Montgomery County. USG helps prepare students for rewarding careers in the region's most high-demand fields. Students who successfully complete their coursework on the USG campus graduate with a degree from one of its nine partner universities. Through on-campus services such as academic coaching, career advising, internship preparation, personal counseling, and leadership training, students leave the USG campus with the academic skills and real-world



experiences needed for successful careers. Nearly 4,000 students attend programs at USG and future capacity is expected to grow to 7,500.

USG occupies 50 acres of land at the intersection of Darnestown Road and Shady Grove Road in Rockville, Maryland. The educational facilities are comprised of four educational buildings: Building I, which originally opened in 1992; Building II, which opened in 1996; Building III (also known as the Clifford and Camille Kendall Academic Center), which opened in 2007; and Building IV (Biomedical Sciences and Engineering building), which opened in 2019.

The four educational buildings enclose approximately 550,000 square feet and offer the following spaces: 69 general classrooms, 50 breakout rooms and study areas, 11 computer classrooms, 3 open computer labs, 33 specialized laboratories, a tele-communications center, a 9,000 sq. ft. multi-purpose room, 2 kitchens, student recreation/exercise rooms, a Student Services Suite, a library, dining facilities, general work rooms, and over 300 administrative offices and various support areas.

In addition to the aforementioned educational buildings, the center has a six-level parking garage (Traville Gateway Garage) with a capacity of 600 cars and a five-level parking garage (Shady Grove Garage) with a capacity of 700 cars. They are complemented by four surface parking lots with a capacity of approximately 500 additional vehicles.

The campus grounds also contain an elevated boardwalk which traverses an ecological wetland/woodland area and provides a pedestrian connection between the campus and the Shady Grove Garage. The grounds are also home to Gudelsky Pond, a 1.6 acre regional stormwater management pond on the south side of campus. The pond contains a 20 ft dam which has a high hazard classification and is managed by the Montgomery County Department of Environmental Protection. An Emergency Action Plan (EAP) is maintained and updated annually by Montgomery County.

Co-located on the physical campus is a separate research institution known as the Institute for Bioscience and Biotechnology Research (IBBR), which is a joint venture of the University of Maryland, Baltimore, the University of Maryland, College Park, and the National Institute of Standards and Technology (NIST). Although adjacent to the USG buildings, IBBR is managed by its three partner institutions and is not directly affiliated with USG.

The campus map is located [HERE](#) and also in Appendix A.

#### **1.4 Planning Assumptions**

This plan is based on the assumptions listed below:

- A. Emergencies or disasters may occur at any time, with or without notice

- B. Emergencies or disasters, and the management of emergencies or disasters, may have economic, physical, social, and reputational impacts
- C. 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 or disaster
- D. The University will coordinate crisis response activities with other organizations and agencies as necessary
- E. The University will dedicate the resources necessary to develop, implement, and disseminate emergency plans and procedures
- F. The University will assess and address hazards, vulnerabilities, and risks through mitigation efforts

Crises can happen anywhere, at any time, and often occur when they are least expected. When a crisis does occur, events usually unfold rapidly, leaving little time for decision-making. Advance preparation is essential. While no plan can completely eliminate all risks and hazards, good plans carried out by knowledgeable and well-trained personnel can and will minimize losses.

## **2 Concept of Operations**

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

### **2.1 Preparedness Activities**

Activities such as planning, training, and conducting exercises are critical for ensuring USG 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. The Public Safety Office will help to familiarize members of the campus community with possible risks and appropriate preparation and response activities. The Public Safety Office maintains USG's emergency operations policies and procedures and conducts training and periodic exercises to support effective incident response.

### **2.2 USG Emergency Operations Policies and Procedures**

The cornerstones of emergency preparedness and crisis response plans are the policies and procedures that dictate action during critical and high-stress incidents. These policies are designed to provide a framework for actions to be taken by both staff and students during emergencies. They are not designed to cover all specific contingencies and fluctuations that may occur. They are, however, designed to allow flexibility as emergencies evolve.

USG does not have its own police force, and therefore these policies must frequently rely on staff members, public safety agencies, and off-campus and contracted resources. These resources include, but are not limited to; contracted security personnel, the Montgomery County

Police Department, the Montgomery County Department of Fire and Rescue, and the University of Maryland, College Park. The responsibilities of the University of Maryland, College Park (UMCP) as a coordinating institution for the Universities at Shady Grove are described in a Memorandum of Understanding between UMCP and USM.

The goal of the USG Emergency Operations policies and procedures is to create a consistent and reliable response to critical incidents. They are designed, with few exceptions, to be available to all members of the USG community, staff, and students. Responding to critical incidents can only be successful if the entire community has knowledge of and understands responses during emergencies.

Wherever possible and appropriate, local and state police, the fire department, local government and community, healthcare providers, and other organizations have been consulted and/or have contributed to the creation and implementation of the [USG Emergency Operations Policies and Procedures](#), which are publicly available on the USG website.

- Automated External Defibrillator Policy (AED)
- Active Shooter Procedure
- Behavioral Assessment Team Policy
- Bomb Threats and Suspicious Packages
- Evacuation Plan for Campus Closure
- Fire Emergency Response & Building Evacuation Procedures
- OIT Incident Response
- Response to Medical Emergencies Procedures
- Shelter-in-Place Procedure
- Student and Staff Deaths
- Tornado Warning Procedure

### 2.3 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 it's safe to do so, 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

## 2.4 Crisis Incident Response

The USG Emergency Preparedness and Incident Response Team (EPIRT) consists of USG personnel who have responsibilities for managing a crisis incident response. The EPIRT includes campus executive staff, administration staff, facilities and planning staff, public safety staff, and others based on skills and positions within the institution. The EPIRT also includes representation from the IBBR. During a crisis, the EPIRT will be activated by the Executive Director or her/his designee.

When activated, the EPIRT will gather to provide a thorough and coordinated response to the crisis, support first responders and mitigate the threat or potential loss to the institution. Team members also have responsibilities for routine campus-wide emergency preparedness and planning activities.

Emergency contact information for EPIRT members, as well as other key officials, will be stored securely online and will be accessible to all team members.

Upon activation, an Emergency Alert will be sent to all current team members with notification that an emergency situation has occurred. The alert message will contain phone bridge details allowing team members to immediately dial in to a conference call.

During the initial call, team members will be provided a situation briefing based on facts known at that time. The basic briefing will include, at a minimum:

- A. Incident type
- B. Any known injuries or property destruction
- C. Initial response activities already taken
- D. Response activities in progress

Following the initial briefing, some or all of the following tasks should be undertaken:

- A. Take immediate action if the safety of the USG community is at risk. Identify and activate appropriate campus safety plans and procedures as outlined in this CMP.
- B. Determine Incident Command System roles and assign personnel.

- C. Identify stakeholders: Key stakeholders in the crisis should be identified and notified. Administrators, staff, faculty, and students should be given details about the crisis and what actions the campus is implementing in response.
- D. Identify a spokesperson to handle all official communication coming from USG. This role will normally be the responsibility of the Director of Marketing and Communications. Identify staging areas for the media and a press conference location, if needed. Coordinate such activities closely with public safety agencies who are supporting the campus through the crisis.
- E. Gather the facts. The EPIRT will draft a situation summary that contains all known facts about the crisis and actions taken by USG personnel or the EPIRT. A timeline format should be used. The fact sheet is for internal use and should only be shared publicly after consultation with legal counsel.
- F. Activate an Emergency Operations Center. The magnitude of the crisis will determine the need to establish an Emergency Operations Center (EOC) for the duration of the incident. The EOC must be large enough to support the activities of the EPIRT and handle communication needs such as landline phones, computer and WIFI access, etc. The primary EOC will be in room 3156 of Building III. The secondary or back-up EOC will be in room 5115 of Building IV.
- G. Meet with university, county, and/or state officials, if necessary. If the crisis is beyond the capability of USG resources, the appropriate university campus, Montgomery County or state agencies should be called upon. The appropriate agencies will vary depending on the nature of the crisis.

**2.5 Internal Emergency Incident Notifications**

Employees of USG or its partner university faculty and staff may often be first to develop knowledge that a crime or other crisis situation has occurred on campus. Employees should make timely notifications to appropriate personnel or organizations, based on the type or nature of the incident.

For each of the incidents or listed below, a notification should be made to the appropriate personnel. Employees should use their best judgment in making notifications for incidents not listed and should always make notifications when in doubt.

Assault involving weapon or serious injury	Incident involving serious injury
Barricade or hostage situation	Fire incident
Bomb Threat or suspicious package	Hazmat incident
Death	Multiple incident of any crime

Demonstration/Protest/Civil Disobedience	Robbery
Disaster, natural or otherwise	Sex offense/rape
Hate crime or hate bias incident	Suicide attempt

Notifications should be made to the following USG personnel:

- A. Security Personnel
- B. Executive Director
- C. Chief Strategy Officer
- D. Director of Planning & Facilities
- E. Chief Student Affairs Officer
- F. Director of Marketing and Communications

In many instances, security personnel will be the first to become aware of an incident and are responsible for beginning the notification process; usually starting with a 911 call, followed by notification of USG’s Director of Facilities and Planning. The Director of Facilities and Planning is then responsible for ensuring all proper notifications are made in a timely fashion.

This notification list is provided as a guide and is not intended to represent all notifications necessitated in all instances. Additional personnel, not listed above, may need to be notified depending on the situation and/or circumstance.

**2.6 USG Closing Protocols**

Emergency incidents and conditions may generate a need for a partial or full closure of the USG campus. The decision to close campus will be based on consideration of all available data points and will always be predicated on the safety and wellbeing of the USG community.

USG closures are driven by conditions on the USG campus and in the immediate surrounding areas. Decisions to close the USG campus are made exclusively by the USG Executive Director or Public Safety Office. Decisions are not made by partner institutions because conditions at other partner home campuses are most likely to be dissimilar.

There are two types of closing operations:

- A. Pre-planned Closures - These closures generally allow for the ability to pre-plan during the days or hours leading up to the event; often as a result of monitoring developing storm systems and weather forecasts (i.e. predicted inclement weather, planned facility renovations). The timing of pre-planned closures is dictated by the safety of the USG campus community or by Facilities directives. The goal is to use posted schedules or

community notifications to either prevent traffic from arriving at USG or to allow sufficient time for members of the community to leave USG and arrive safely at their destination.

- B. Exigent Circumstance Closures – These closures are based on emergency or rapidly evolving events that don't allow time for pre-planning (i.e. working fires, hazmat spills, tornado warnings, immediate flooding, active assailant, etc.), or for short-term maintenance and repair operations. The timing of exigent circumstances closures is based on the immediate safety needs of the USG campus community; both those present and those that are arriving or leaving.

See the USG Closing Protocols chart in Appendix B for specifics regarding closing types, processes, and communications.

## 2.7 Incident Command System (ICS) Structure

Crisis response operations at USG will utilize the Incident Command System (ICS) and NIMS when responding to a crisis incident. The first responder to arrive on scene assumes the role of Incident Commander (IC) until relieved by a more senior or more qualified individual. The ICS is a standardized approach to the command, control, and coordination of emergency response, providing a common hierarchy within which responders can effectively manage a crisis response. Upon assignment to the EPIRT, members are required to complete the ICS 100 Introduction to the Incident Command System class offered by the Federal Emergency Management Agency (FEMA). Some benefits to using the ICS structure include:

- A. The ICS structure is scalable and can be expanded or contracted based on the size of the incident and the complexity of the response.
- B. Allows personnel from multiple agencies to meld rapidly into a common management structure with common terminology.
- C. Provides for unity of command by ensuring that each individual participating in the operation reports to only one supervisor. This eliminates the potential for individuals to receive conflicting orders from a variety of supervisors, thus increasing accountability, preventing freelancing, improving the flow of information, helping with the coordination of operational efforts, and enhancing operational safety.
- D. Limits the span of control so that any one manager participating in the response has no more than seven people working under them at any given time. If more than seven resources are being managed by an individual, then that individual is being overloaded and the command structure should be expanded.

Incident Command is replaced by Unified Command (UC) when multiple Incident Commanders representing two or more responding agencies are involved in the response. It is used by the USG Public Safety Office and the EPIRT to coordinate activities with external responders. Multiple responding agencies may be required due to functional responsibilities (e.g., firefighting, public safety) or governmental levels (e.g., county, state). UC is responsible for overall management of a multiple agency incident response.

Depending on the incident type and complexity of the response, a basic ICS structure implemented by the EPIRT during a crisis response may resemble the ICS chart in Appendix C.

## **2.8 Recovery**

As the immediate threat, hazard, crisis, or emergency subsides, the restoration of university operations will begin 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.

### **2.8.1 Recovery Activities**

Recovery typically begins with the following activities:

- A. Assess damage (an appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources)
- B. Identify and prioritize recovery needs and tasks
- C. Determine costs associated with response and recovery
- D. Apply for state and federal assistance (if warranted)

## **2.9 After Action Reviews and Reports**

The purpose of an after-action review (AAR) is to allow participants an opportunity to examine the strengths and areas for improvement of an emergency response. After a crisis is over, the EPIRT will conduct an after-action review to evaluate how the institution handled the crisis.

## **3 Communications**

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, manual call trees, mass notification systems, and audio and video conferencing (e.g., Zoom).

### **3.2 Warnings and Mass Notification**

USG issues accurate and timely warnings and information to the campus community by using the USG Campus Alert system. USG Campus 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:

- A. Text messages (short message service [SMS]) to mobile devices
- B. Email
- C. USG website, with an alert banner along the top during emergencies
- D. USG Twitter feed
- E. USG Facebook page

When an emergency occurs, in which the physical safety of the campus community may be at risk, a notification is initiated by authorized senders. Examples of when USG Campus Alerts would be activated include:

- A. A person actively shooting a weapon on campus
- B. A tornado predicted to strike the campus area
- C. A major hazardous material spill affecting campus

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

### **3.3 Incident Communication**

Effective and efficient communication during a crisis is key to the successful handling of a critical incident. This encompasses both internal and external communication of facts and directions. During a crisis, people demand information and direction. It is imperative that the institution is prepared to provide this information.

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. This centralized approach is in place to prevent misinformation, rumor-spreading, and inconsistent messaging.

As a multi-institutional campus, crisis communications will involve informing and communicating with the entire campus community, including institutional partners, as well as external stakeholders as appropriate.

## **4 Plan Maintenance and Training**

### **4.1 Plan Review and Maintenance**

The EPIRT will review components of the Crisis Management Plan at least annually, as well as after each crisis occurrence. Changes will be made to the plan as agreed upon by the team.

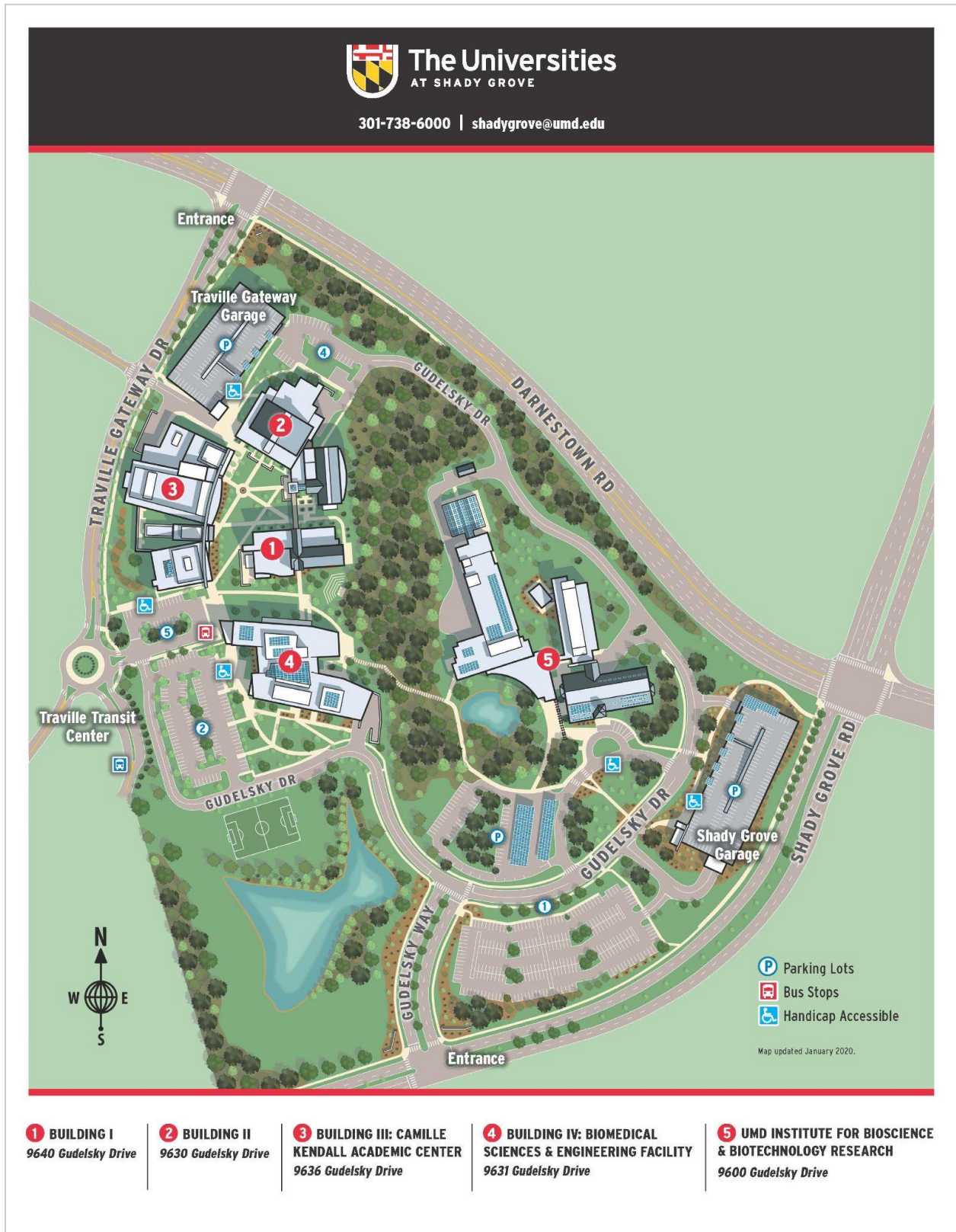


## 4.2 Emergency Preparedness Training and Exercises

Training is a critical component of a successful crisis management program. In addition to crisis response, the EPIRT is charged with reviewing, updating, and testing all policies and procedures relating to emergency preparedness at USG. The team should meet once per semester. The team will perform yearly tests of the Crisis Response Plan, using tabletop exercises, drills, full-scale simulations, or other methods of testing and evaluation. The types of trainings and exercises are determined based on real incidents and events, assessments of risk, and industry trends.

The USG Public Safety Manager (PSM) will oversee campus emergency planning. The PSM will ensure regular and appropriate training on emergency response plans for key emergency response staff and other members of the campus community, including staff, faculty and students. The PSM will also administer programs to advise, involve, and solicit feedback from students on issues of campus safety and security and emergency preparedness.

Appendix A: USG Campus Map



Appendix B: USG Closing Protocols Chart

EXAMPLES	Closure Type	Data	Partner Involvement	Recommended By	Decision Maker	Probable Communication	Timing
<b>Pre-Planned Closings</b>	Not Opening	Area observation, NOAA, NWS, MDEM, MCGov, MC, MCPs, Weather radio, etc.	Virtual & telework decision in coordination with partners	Director of Facilities or Designee	USG Executive Director or Designee	USG Alert text & email, website banner, x6000 line, Twitter, Facebook, WTOP News Radio	Prior to 5:45 AM or previous evening, if possible
	Opening Late	Area observation, NOAA, NWS, MDEM, MCGov, MC, MCPs, Weather radio, etc.	Virtual & telework decision in coordination with partners	Director of Facilities or Designee	USG Executive Director or Designee	USG Alert text & email, website banner, x6000 line, Twitter, Facebook, WTOP News Radio	Prior to 5:45 AM or previous evening, if possible
	Closing Early	Area observation, NOAA, NWS, MDEM, MCGov, MC, MCPs, Weather radio, etc.	Virtual & telework decision in coordination with partners	Director of Facilities or Designee	USG Executive Director or Designee	USG Alert text & email, website banner, x6000 line, Twitter, Facebook, WTOP News Radio	Allowing at least 1 hour for a smooth exit prior to road conditions becoming problematic
<b>Directed or Partial Closings</b>	Health & Safety Committee Closure	H & S Collected Data	Notification to Partners	H & S Team	USG Executive Director or Designee	Emails from Executive Director Office	As dictated by circumstances and in accordance with applicable laws and regulations
	Building-wide Power Failure	Observed or Reported	NA	Director of Facilities or Designee	USG Executive Director or Designee	USG Alert text & email with follow-up when repaired	Whenever required
	Parking Lot/Garage Closure (Snow/fire/etc.)	Area Observation	NA	USG Public Safety Office	USG Executive Director or Designee	Site Signage	For as long as necessary to correct condition
<b>Exigent Circumstance Closings</b>	Building Renovations	Scheduled	NA	Director of Facilities or Designee	USG Executive Director or Designee	Advance email with signage and email updates	Until Completed
	Iced Boardwalk	Observation or Report	NA	USG Public Safety Office	USG Public Safety Office	Signage & Notification to Facilities Dir.	As soon as observed or reported and for as long as necessary
	Active Shooter or Working Fire Event	Observation or Report	NA	MCPD or MCFRS	USG Public Safety Office	USG Alert text & email followed by text updates/emails	As soon as observed or reported and for as long as necessary
	Tornado Touchdown	Observation or Report, NWS, MDEM, MCGov.	NA	USG Public Safety Office	USG Public Safety Office	USG Alert text & email followed by text updates/emails	At reception of tornado-warning or upon observation, a shelter-in-place message goes out until the all clear is sounded

Appendix C: Example ICS Chart

