

LOYOLA UNIVERSITY MARYLAND EMERGENCY OPERATIONS PLAN



Revised September 2023

Letter of Promulgation

Dear Members of the Loyola University Maryland Community,

Protecting the welfare of every member of our university community is our highest priority and is a responsibility we can only fulfill by working together. To that end, I have commissioned an Emergency Management Planning Team to explore ways to improve how we coordinate our efforts and document them in this Emergency Operations Plan (EOP). The EOP is a living document that guides our evolving strategies.

My intent to revitalize our emergency management program is part of a larger effort to better integrate Loyola into the national preparedness initiative which integrates a whole community philosophical approach to emergency management. We network with our public and private sector partners, and we continue to leverage our position as the leading liberal arts institution anchored in Baltimore to explore and develop new partnerships as we further align the whole community approach with our mission.

To continue improving our emergency management program, I ask that you familiarize yourselves with this plan since it contains information about the principles of emergency management that we have adopted as best practices for incident management. The EOP also explains roles and responsibilities, as well as our incident management framework for response and recovery, which is flexible based on the scale and scope of an incident.

Please review this plan so you can support your colleagues and assist in protecting our university should the need arise. I am committed to joining with you in our efforts to meet that shared responsibility.

Sincerely,

Terrence M. Sawyer, J.D.
President
Loyola University Maryland

Approvals

This plan supersedes and rescinds all previous versions of this document.

Approved: Stephanie Coldren
Chief of Staff
Office of the President

Approved: Deborah Cady Melzer, Ph.D.
Vice President for Student Development

Approved: Helen Schneider
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Approved: Adrian Black, Ed.D.
Director
Department of Public Safety

Approved: Tom Hettleman
Director
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Basic Plan

A. Introduction

Purpose

This Emergency Operations Plan (EOP) explains how Loyola University Maryland (Loyola) responds to emergencies by providing an incident management framework based on the National Incident Management System (NIMS), as established by the Federal Emergency Management Agency (FEMA). The EOP explains methods to work effectively and efficiently together using predetermined lines of communication, incident activation levels, and emergency support functions (ESFs) within the flexible framework. The EOP is meant to be a living document that provides these evolving strategies for incident management with each update.

The objectives of the EOP are as follows:

- Contribute to the safety of students, faculty, staff, and visitors.
- Contribute to the protection of the environment.
- Minimize loss, damage, or disruption to university facilities, resources, operations, and activities.
- Manage immediate communications and information regarding emergency response and campus safety.
- Effectively manage the response operations to an emergency.
- Manage university resources effectively during an emergency response.
- Effectively work with internal resources and external partners during an emergency.
- Restore the university to normal operations.

Scope

The EOP applies to all Loyola University Maryland schools, divisions, departments, and offices at the Evergreen campus, Timonium Graduate Center, Belvedere Square Clinical Centers, the Retreat Center in Western Maryland, and the Loyola International House in Leuven, Belgium. International travel incidents and crises that occur abroad may be managed through arrangements with International SOS. However, other university resources may sometimes be needed to manage international incidents on a case-by-case basis. The EOP does not supersede or replace the procedures for safety, hazardous materials response, or other procedures already in place at Loyola. It supplements those procedures with an emergency management structure that provides for the immediate focus of management on response operations and the early transition to

recovery operations.

Concepts in this plan apply to any incident when the health, safety, and security of students, faculty, staff, or visitors is threatened. Since Loyola is vulnerable to various natural, technological, and human-caused hazards, this plan takes an all-hazards approach to emergency management. The concepts in this plan can be used for all incidents that may affect the university.

Loyola embraces the individual differences of those in our community. Some members of the community have access and functional needs which may require certain accommodations. Divisions, departments, and offices will plan accommodations for people with access and functional needs during emergency preparedness, response, recovery, and mitigation efforts.

Campuses, Athletic Centers, and Special Populations

Loyola operates campuses, athletic centers, and related spaces in Maryland. There is also a location for students to study abroad in Leuven, Belgium.

Locations are as follows:

Evergreen Campus (main campus): 4501 North Charles Street, Baltimore, M.D.

The Evergreen Campus is well-lit and surrounded by residential and light commercial properties. The campus encompasses approximately one hundred seventy-nine acres of land and more than fifty buildings, ranging from small one-story cottages to two nine-story residential towers. The main campus mostly houses undergraduate programs, but some students live in the surrounding neighborhoods and commute daily. A student health and counseling center provides students with medical and mental health support services. The Department of Public Safety provides 24-hour security and first responses services to the campus community.

Special populations include:

- The Jesuit community residing at Ignatius House, a residential community for Jesuit priests.
- Army-Reserve Officer Training Corps with an office location on main campus.
- The Loyola community includes those who have various hearing, visual, mobility and other special needs that may require additional assistance during an emergency.

Ridley Athletic Complex: 2221 West Cold Spring Lane, Baltimore, M.D.

The Ridley Athletic Complex is a 6000-seat capacity stadium, located 2 miles west of the Evergreen Campus, is used for athletic events.

Timonium Graduate Center Campus: 2034 Greenspring Drive, Timonium, M.D.

The Graduate Center at Timonium is a 65,000-square-foot academic center that provides administrative offices and classroom space for graduate programs. Public Safety monitors electronic card access and closed-circuit televisions. The Baltimore County Police Department (BCPD) and BC-FEMS respond to emergency calls for service.

Belvedere Square Clinical Centers: 5911 York Road, Baltimore, M.D.

The Loyola University Clinical Center provides administrative and classroom spaces for psychology, speech-language pathology, and audiology graduate programs. Baltimore City Police, BC-FEMS, and Public Safety provide emergency services. Public Safety monitors the electronic card access and closed-circuit televisions.

Loyola Retreat Center: 13210 Green Ridge Road NE, Flintstone, M.D.

The retreat center sits on approximately 20 acres in the mountains of Western Maryland. The center has three buildings with overnight accommodations and meeting rooms available through reservations. There are no televisions or telephones in guest rooms, and wireless internet is limited due to the location. Emergency services are provided by the Cumberland Police Department and Flintstone Volunteer Fire Company.

Loyola International House: Leuven Campus, Zwartzusterstraat, Leuven 3000

Loyola International Nachbahr Huis is a student residence located at the center of Leuven, Belgium, in a 17th-century convent. The residence has 43 rooms (23 single, 16 double, and 4 triple rooms), where 67 students can live. Seven to fifteen students are divided into six units. Each year about 25 international students share the residence with 20 Belgian students. Leuven police and EMS have jurisdiction in this area for emergency services.

Plan Development and Maintenance

The EOP was developed with the understanding that emergency management is a cyclical process with continual inputs requiring assessments to build and strengthen the university's capabilities throughout each phase (see Figure 1). Therefore, training and exercises (T/E) should

be conducted on a regular schedule determined by the Emergency Management Planning Team to exercise the plan. T/E should consist of workshops, facilitated policy discussions, seminars, tabletop exercises, modeling and simulation, drills, functional exercises, and full-scale exercises. T/E may include tests of related technology when appropriate.

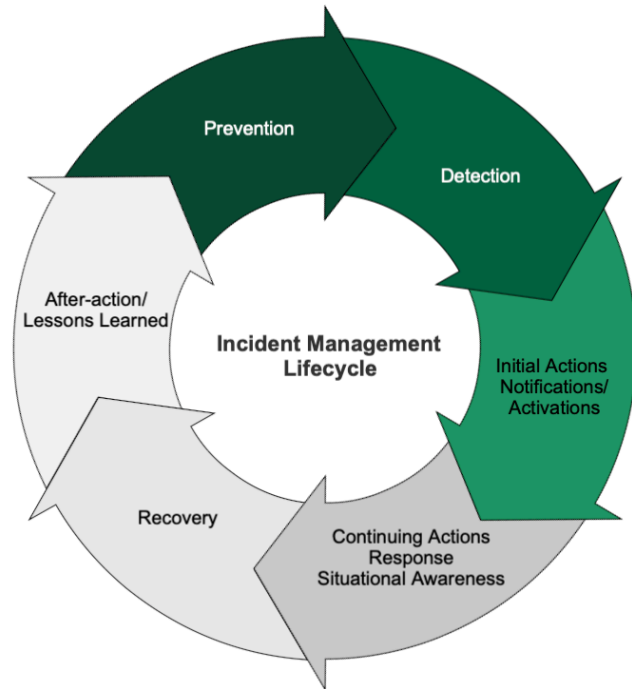
Figure 1: *Emergency Management's Cyclical Phases*



After-action reviews (AAR) should be conducted following T/Es or incidents to determine strengths and weaknesses. Lessons learned can be used to assess our effectiveness and determine if adjustments are needed (see Figure 2). A member of the Emergency Management Planning Team will serve as facilitator for AAR meetings to provide objective learning opportunities for operational team members engaged in managing a campus crisis or disruption.

Approved changes are integrated into the EOP (and related documents as needed) and documented in the record of changes by the Emergency Management Planning Team.

Figure 2: Using Lessons Learned to Improve



The EOP is reviewed annually by the Emergency Management Planning Team, and any revisions are reviewed with essential personnel before plan distribution. The University community receives annual communications regarding updates and training opportunities regarding the EOP.

B. Concept of Operations

Overview

Loyola's concept of operations is guided by the NIMS and National Response Framework (NRF). It adopts common terminology and practices used nationwide. When components of the university respond to an emergency, the response is guided by these operating procedures.

The guidance from those federal guidelines enables Loyola to work together effectively and efficiently internally and with external organizations to prevent, prepare for, respond to, and recover from incidents regardless of cause, size, or complexity.

The NIMS framework includes the Incident Command System (ICS), which is used for tactical operations at the Operational Level to guide frontline responses to incidents of all types. ICS is a tool for command, control, and coordination of efforts to stabilize an incident.

An Emergency Operations Center (EOC) is established at the Coordination Level to coordinate resources in support of short-and long-term operations. Emergency Support Functions (ESFs) with specific responsibilities are established to organize capabilities to coordinate internal response and recovery efforts. Functions assigned to EOC/ESF personnel and groups align with normal daily functions as closely as possible to reduce activation and staging times during an emergency.

The tiered incident management framework allows for flexibility that can quickly escalate and deescalate depending on the scale and scope of an incident.

The plan focuses actions on each phase of an incident's life cycle with the following priorities:

- Protection of Life

- Students (including program participants, minors, etc.)
- Faculty and Staff
- Visitors
- Public

- Stabilization of the Event

- Prevent the incident from expanding.
- Stabilize the situation.
- Isolate the scene and control entry.
- Determine courses of action
- Re-establish basic operations, such as power, water, communications, etc.

- Protection of University Property and the Environment

- Facilities necessary for shelter and care of students, faculty, and staff.
- Research (including animals) and critical university records and collections.
- Facilities used for education and operational purposes.
- Ensure, to the extent practicable, that emergency response efforts do not adversely impact the environment.

- Restoration of Critical Services, Education, and Research Programs

- Services critical to the well-being of students.
- Services critical to the well-being of employees, alumni, and guests.
- Services critical to the integrity of research projects.
- Services critical to educational services.
- Services critical to facilities (other than the higher priority services required to re-establish a basic operating environment mentioned above).

Roles and Responsibilities

The university has identified various divisions, departments, offices, and individuals that have roles in emergency preparedness, response, and recovery operations and have specific responsibilities to meet the needs of an incident. Responsible parties are listed below, along with their designated roles in the incident management structure. As needed, Incident Management Teams (Policy Group, EOC, ESFs, etc.) will be activated and be responsible for overseeing their respective areas during an emergency response and recovery effort. Loyola divisions, departments, offices, and individuals not listed in this plan may be requested to participate in these efforts as needed.

Policy Group

The Policy Group is responsible for the overall implementation of the Emergency Operations Plan including insuring all training, after action reviews, and plan updates take place. The Policy Group assembles when the EOC is activated and manages critical incident decisions that disrupt normal operations of the University (campus closure, evacuation, etc.). In addition, members of the policy group often are involved in the Crisis Management Briefing where community members are brought together to develop social cohesion, share information, and distribute action plans.

Policy Group Members:

- President
- Chief of Staff (Policy Group Liaison)
- Vice President Advancement
- Provost Vice President Academic Affairs
- Vice President Finance
- Vice President Enrollment Management
- Vice President for Student Development
- Chief Information Officer
- Chief Equity Inclusion Officer

Emergency Operations Center (EOC)¹

EOC members/ESF responsibilities:

- Associate Vice President, Facilities and Risk Management (EOC Director)
- Director, Public Safety (ESF 1, 2, 4, 5, 6)
- Director, Facilities Management (ESF 3, 7)
- Director Campus Ministry (ESF 8, 9)
- Associate Vice President Academic Affairs
- Associate Vice President Student Well-Being (ESF 5, 6)
- Director, Marketing and Communications (EOC/PIO/ESF 1)
- Legal Counsel (on-call)/Assistant Director for Contracts and Risk

¹ See page 9, paragraph 1 for EOC functions.

- Director, Human Resources (ESF 8)
- Director, Residence Life and Housing (ESF 3)
- Associate Vice President Auxiliary Services (ESF 3)
- Director, Environmental Health and Safety
- Executive Director Events (ESF 3)
- Director, Information Security

Incident Management Structure

- Loyola’s incident management framework allows the university flexibility and adaptability by streamlining the escalation/de-escalation process and using NIMS components that enable personnel to manage an incident’s lifecycle. The framework is divided into three levels.
 - **Operations Level** is where the Incident Command System (ICS) is applied for frontline response operations.
 - **Coordination Level** is where university resources are coordinated in an Emergency Operations Center (EOC).
 - **Strategic Level** is where the Policy Group maintains strategic oversight of operations to return the university to normal.

Incident Emergency Levels

There are three levels of emergency: Level I, II, and III. The higher the level of emergency, the larger the scale of the event and the more resources and coordination required to manage the incident. Any given level may be bypassed if necessary to allow a response to proceed directly to a higher level. Table 1 categorizes the incident levels and the coinciding EOC activation levels defined in Table 2.

Table 1: Incident Levels

Incident Levels	Criteria	EOC Activation
<p>Steady State</p> <p style="text-align: center;">↓</p> <p>Level 1</p>	<ul style="list-style-type: none"> • <i>Scope: localized incident.</i> • Limited with no impact on Loyola operations and services. • Limited with no threat to life safety of the Loyola community. • Managed at the department-level with normal operations. 	No
Level 1	<ul style="list-style-type: none"> • <i>Scope: localized incident.</i> • Potential or immediate impact on Loyola operations and services. 	No or Standby (see Table 2)

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	<ul style="list-style-type: none"> • Potential/immediate threat to life safety of the Loyola community. 	
Level 2	<ul style="list-style-type: none"> • <i>Scope: partial/campus-wide impacts.</i> • Potential or immediate significant impacts on Loyola operations and services. • Potential/immediate significant threat to life safety of the Loyola community. 	Yes
Level 3	<ul style="list-style-type: none"> • <i>Scope: campus-wide/regional/national.</i> • Potential or immediate severe impacts on Loyola operations and services. • Potential/immediate severe threat to life safety to Loyola community. 	Yes

Emergency Operations Center and Activation Levels

The primary EOC location is in the College Center, Room M105. The alternate location is the 5104 York Road Community Conference Room.

EOC Relocation Plan

If the primary EOC cannot be used, the EOC Director will direct responding EOC personnel to the alternate location or virtual EOC via Microsoft Teams.

EOC activation procedures, checklists, blank forms, and Hazard Specific Annexes are stored on Microsoft Teams in the *Emergency Operation Center Activation Protocols*.

C-POD plans for dispensing medical countermeasures (MCM) are stored in Microsoft Teams (see ESF 4). Military delivery of medical countermeasures and coordination of military personnel at the C-POD site is guided by NIMS.

The following table shows the criteria for EOC activation levels:

Table 2: EOC Activation levels

EOC Activation Levels	Example Criteria	Example Actions
EOC Level 1 Closed or Standby	<ul style="list-style-type: none"> • Emergency that first responders can handle. While there may be some damage and minor interruption, the conditions are localized and the EOC does not need to be activated. 	<ul style="list-style-type: none"> • The IC and appropriate support personnel assess, stabilize, and manage the situation. • If the emergency requires additional resources, the IC contacts the EOC Director to brief and help monitor the

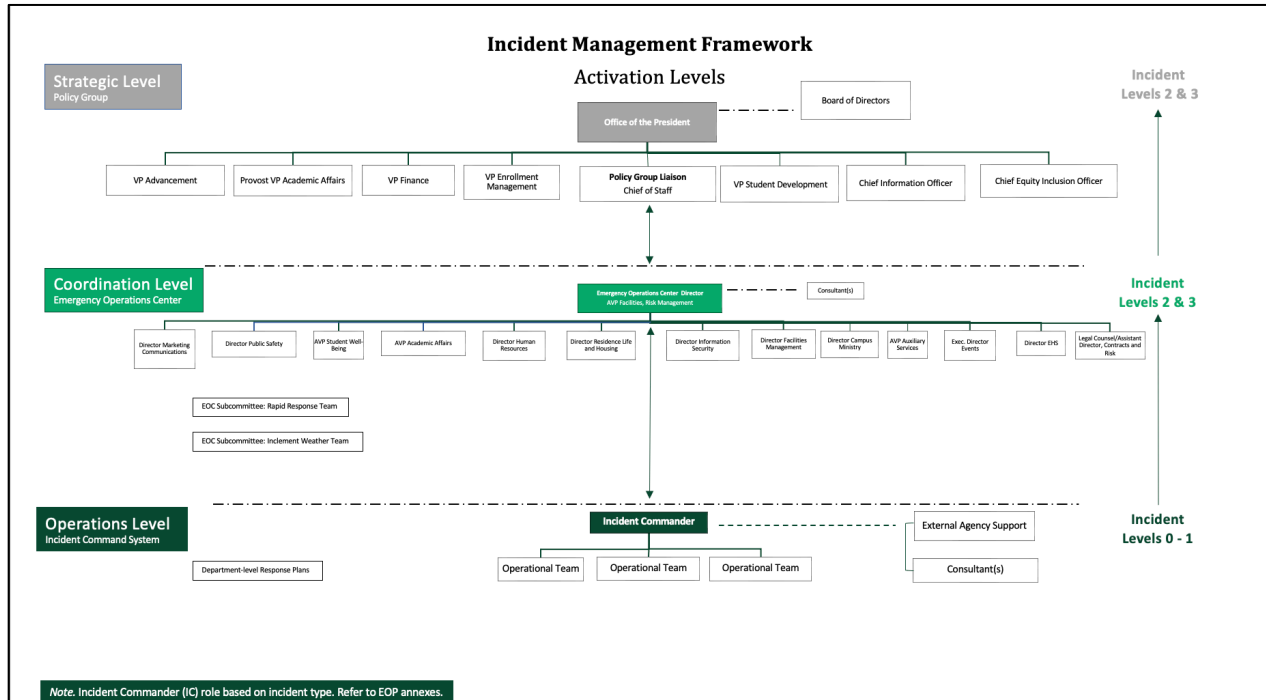
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	<ul style="list-style-type: none"> The EOC can be upgraded to Levels II or III based on escalating events. 	situation and provide additional guidance and support.
EOC Level 2 Partial or Full Activation	<ul style="list-style-type: none"> The emergency incident is significant and/or threatens to cause serious injury or loss of life, damage, and interruption to the campus. Coordination of additional resources and campus services may be needed to respond effectively. 	<ul style="list-style-type: none"> Information is assessed to determine if the EOC should be partially or fully activated based on the need for additional resources and support. The EOC Director determines necessary staff to report to the EOC. EOC monitors and supports incident and provides information to Policy Group/Policy Group Liaison.
EOC Level 3 Full Activation	<ul style="list-style-type: none"> The emergency is a disaster condition. Emergency conditions are widespread, and the campus must be self-sufficient for a period of up to 72 hours. The university may request assistance from external partners and declare a state of emergency. 	<ul style="list-style-type: none"> The EOC and Policy Group are fully activated. EOC assesses all issues across the university and in concert with Policy Group, establishes priorities and makes resource allocation. Normal university operations maybe suspended.

- During a level 1 incident, the incident commander (IC), assisted by a staff sufficient to manage the tasks to be performed, will manage the emergency response at the incident site. The incident commander using ICS principles, will provide overall direction for the response activities of all departments.
 - The IC operates similarly within virtual meeting spaces and for cyber incidents.
 - If an EOC member serves as IC, they become a liaison to the EOC (e.g., the Director of Public Safety working as IC near a frontline location during an act of violence or the Director of Information Security acting as IC during a cyber incident).
- During level 2 or 3 incidents (major emergencies or disasters), the EOC Incident Management Team will activate as appropriate and coordinate university resources to provide additional support during response and recovery efforts.
 - The Policy Group will be notified anytime the EOC is activated.
- Depending on the incident type, the EOC’s focus may shift from short-term operations to long-term recovery efforts to support strategic initiatives and restore normal operations.

- Figure 3 illustrates Loyola’s tiered management framework and activation levels.

Figure 3: Incident Management Framework



- The EOC may be a physical or virtual site where the coordination of information and resources to support incident management normally occurs. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), some combination thereof, or by departmental structure.
- Loyola has adopted a departmental EOC structure to reduce preparation and start time.
- During emergency operations, department heads retain administrative and policy control over their employees and resources. However, personnel and equipment will carry out mission assignments directed by the EOC director or IC, depending on roles and responsibilities during an emergency.
- Each department and agency are responsible for having operating procedures to be followed during response and recovery operations, However, procedures may be adapted to facilitate coordinated efforts as the Policy Group channels decisions through the EOC.
- If Loyola’s resources are insufficient or inappropriate to deal with an emergency, assistance from external organizations may be requested.

Preparedness and Mitigation

Before an emergency, preparedness, and mitigation actions are taken to prepare for and minimize the potential impacts caused by incidents. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency situation, or lessen the consequences of unavoidable hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation.

Preparedness activities consist of almost any pre-emergency action that will improve emergency response or operational preparedness. Preparedness actions include developing, participating, and facilitating training and exercises with various divisions, departments, and offices.

Public Safety, Environmental Health and Safety, Human Resources, and other departments and partner organizations develop and administer programs to help educate the Loyola community on emergency preparedness. Personal preparedness information is distributed to students, faculty, and staff at various events, training events, and orientations. Additional information is available on university websites.

Preparedness is important at all levels of the university. Each division, department, and office should take the following preparedness actions as appropriate:

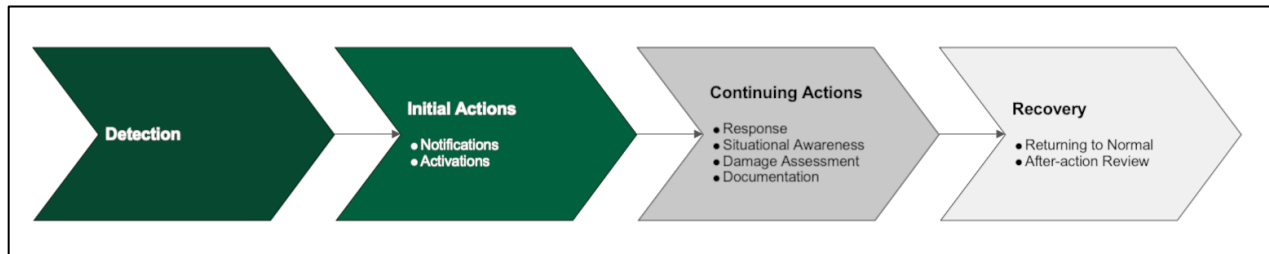
- Regularly review emergency preparedness information with faculty and staff.
- Identify/notify employees with essential/emergency job functions on an annual basis.
- Maintain and update faculty, staff, administrator contact information and activation/notification methods (e.g., distribute contact information annually for updates, test emergency notification systems).
- Develop an emergency plan that includes evacuation, shelter-in-place, continuity of operations, and emergency communications considerations for your spaces.
- Train or request training for staff and faculty on emergency plans.
- Require international travelers' enrollment in the Smart Traveler Enrollment Program.
- Routinely backup critical data and important documents.
- Procure and maintain necessary emergency supplies and items.
- Maintain a list of pre-identified, pre-approved, and pre-contracted service providers and suppliers.
- Engage in MOUs and MOAs with external partners for support during an emergency to share spaces/assembly areas, information, or personnel as needed (e.g., sharing alerts).
- Procure and maintain necessary emergency supplies and items.
- Coordinate with other divisions, departments, and offices as needed.
- Routinely test and exercise plans.
- Raise awareness about the "If You See Something, Say Something™" Campaign.

Loyola will coordinate preparedness and mitigation efforts with local jurisdictions and external partners as necessary.

C. Incident Life Cycle

During an incident affecting Loyola, the university will respond in relation to the incident's life cycle. An incident's life cycle consists of phases useful for understanding the appropriate actions for each phase. Once the incident is detected, the actions that occur include initial actions, continuing actions, and recovery. Actions may not be completed sequentially and may sometimes be undertaken simultaneously (see Figure 4).

Figure 4: Incident Life Cycle



Note: refer to Figure 2, p. 7.

Initial Actions

Notification

Public Safety will likely be the first to receive notification of an incident once detected. Some incidents can be resolved with normal response capabilities, while others require additional resources or coordination. The incident's scale and scope will need to be assessed as soon as possible to determine when the EOC Director is notified and when the EOC director activates the EOC for additional support and resources. Public Safety will send out initial alerts and then work closely with the EOC to provide information for additional messaging through the Everbridge-Emergency Notification System (ENS) (see ESF 1).

Activation

Public Safety receives notifications through various channels and will use radios to establish an Incident Command Post (ICP). Patrol supervisors will also use radios and cell phones to notify officers about an incident. The Everbridge system's groups for Public Safety will be used to notify Public Safety's essential employees not already at work about a recall to duty for a major emergency (see *Department of Public Safety Mobilization Plan*).

The EOC Director will use Microsoft Teams to notify EOC personnel about EOC activation and reporting instructions (i.e., virtual or in-person).

The Policy Group Liaison will notify the Policy Group using Microsoft Teams or other prearranged means.

Continuing Actions

Situational Awareness

Situational awareness entails identifying, evaluating, and monitoring activities and information throughout the incident. Those providing emergency operations support will provide the needed information for situational awareness through established channels (the IC, EOC, etc.). Decisions regarding further actions depend on available information (see ESF 2).

Response

Response operations may differ depending on the nature of the incident. Actions listed may not necessarily be required and will occur based on incident needs. Once notifications occur, operations depend on scale, scope, and type of incident. The first Public Safety officer on-scene will establish an Incident Command Post (ICP) and assume the Incident Commander (IC) role. Internal first responders will check in with the IC via the ICP and then maintain radio disciplines in established SOPs (no 10-codes and emergency radio traffic only). The IC will brief responding units and notify the EOC Director.

The EOC Director will determine the Incident Emergency Level and EOC Activation Level, which may change as updates are provided (see pp. 13-14).

Appropriate ESFs will be activated as needed as operations continue.

Damage Assessment

Following the onset of an incident, ESF 7 is responsible for carrying out damage assessments. Damage assessments will be used to quickly determine and report the damage's location, severity, and nature. Damage assessment and utility disruption information will be used to coordinate response and recovery efforts.

Documentation

Records and reporting for financial tracking and reimbursement purposes will follow established policies and procedures. Finance is responsible for providing financial services and managing the documentation and tracking expenses related to university emergency response and recovery efforts.

Recovery Operations

Returning to Normal

From the onset of an incident, the university's goal is to return to normal as soon as possible. Recovery operations may include short-and long-term activities. Short-term recovery consists of a damage assessment and returning essential functions, such as utilities, emergency services, and critical functions to minimum operating standards. Long-term recovery activities include repairs and reconstruction that may last months or longer. If long-term recovery efforts are needed, plans will be developed to address specific needs due to that emergency and university priorities.

During recovery, the university will first rely on university capabilities and resources to restore normal operations. Service providers and suppliers in recovery operations should be pre-identified, pre-approved, and pre-contracted. Some recovery operations may require resources that were not pre-arranged. Unless an exception is approved, resource procurement will follow current procurement policies and procedures.

After-Action Review

Following an incident, the Emergency Management Planning Team will conduct an AAR to identify operational successes, areas for improvement, and other key issues affecting the management of the incident. The AAR will include feedback from divisions, departments, and offices involved in response and recovery efforts. This review will be used to improve plans and procedures for future response operations.

D. Hazard Types

The university has developed the Enterprise Risk Management Matrix as a risk assessment tool to identify hazards, impacts, and probability of occurrence. The matrix is a living document updated as needed by the Enterprise Risk Management Group and serves as a driver for the emergency management program since the identified risks determine areas of focus for planning purposes. Identified risks by hazard/incident type are listed below and detailed in the *Emergency Operation Center Activation Protocols* annexes:

Human-Caused Hazards

- Active Assailant
- Animal Activism
- Bomb Threat
- Building Collapse
- Building Fires
- Civil Disturbances
- International Travel Incident
- Major Transportation Incident
- Missing Person
- Railcar Derailment (toxic fumes)
- Terrorism

Workplace Violence

Natural Hazards

Earthquakes
Pandemic/Epidemic
Hurricanes/High Winds
Severe Weather Event (Winter Storms)
Sick Building Syndrome
Tornadoes

Technology Hazards

Cyber Incident
Hazardous Materials Incident
Loss of Power
Loss of Water Supply
Nuclear Power Plant Meltdown
Power Grid Failure
Water Main Break

Emergency Support Functions Annexes

The university must provide certain support functions for safety and well-being during an emergency. Within the EOP, these functions are organized into 9 ESFs with assigned missions that outline the mission objective, what success looks like for the mission, who is responsible for carrying out the mission, and who supports the mission. There are nine ESFs with mission packages:

- ESF 1: Information and Alerts
- ESF 2: Situational Awareness
- ESF 3: Emergency Housing
- ESF 4: Emergency Commodities
- ESF 5: Emergency Medical Services
- ESF 6: Protection
- ESF 7: Damage Assessment and Remediation
- ESF 8: Family Support
- ESF 9: Volunteer and Donations Management

ESF 1 – Information and Alerts

What is the Mission	Notify the Loyola Community of any emergency that may impact their personal safety or ability to access, be present at, live on, or otherwise use campus facilities and services.
Operations Goal	Disseminate alerts and information updates to appropriate stakeholders in a timely manner.
Customer Experience Goal	You know what to expect, what the university is doing about the incident and what you can do to take care of yourself and others.
Objectives	<ul style="list-style-type: none"> • Issue safety directives (alerts). • Convey campus/university operating status (alert or advisory). • Provide context and information about the planned event or incident to allow the Loyola community to make informed decisions about how to adjust their behavior or plans (advisory). • Describe university operations in response to an incident or ahead of a planned event (advisory or message). • Reassure the Loyola community (message). • Respond to media inquiries and requests (message). • Liaison with external PIOs in a JIC. • Comply with federal reporting requirements (alerts).
Departments Involved	<p>Responsible:</p> <ul style="list-style-type: none"> • Department of Public Safety = timely warnings, emergency notifications. • Marketing and Communications = messages, advisories.

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	<ul style="list-style-type: none"> EHS – Weather advisories and alerts.
Key Information Requirements for No Notice Incident	<p>No Notice Incident:</p> <ul style="list-style-type: none"> What the incident is. Location of the incident University/campus. operation status. Communities impacted (e.g., students, department-wide, school). Description of known or expected impact. Estimated duration. If action needs to be taken by the message recipient. Actions being taken by response officials.
Key Information Requirements for Notice Event	<p>Notice Event:</p> <ul style="list-style-type: none"> What the planned event is. When the impact is expected or planned event will take place. Where the impact is expected. Communities impacted (e.g., students, department-wide, school). Estimated duration. Description of known or expected impact. If action needs to be taken by the message recipient. Actions planned by response officials.
Deliverables	Timely warnings, emergency notifications, messages/emails, statements from university leadership.
Systems Used	Everbridge, Alertus, [insert mass email advisory.edu] - mass or targeted messaging.
Tools	Crisis Communication Plan (CCP), Inclement Weather SOP

ESF 2 – Situational Awareness

What is the Mission	Collect, maintain, and process information about planned and unplanned incidents to provide timely analysis and forecasts of potential impacts to the university.
Operations Goal	Prepare briefings, forecasts, and reports to inform Incident Command, EOC, Policy Group as appropriate.
Customer Experience Goal	You know what is taking place, the extent of the current and projected impact, and receive various scenarios describing alternative outcomes or resolutions and their projected impacts to enhance your decision-making.
Objectives	<ul style="list-style-type: none"> Collect information related to the incident and its designated standing information needs (SIN). Process and analyze information and data collected to produce intelligence. Conduct and prepare vulnerability assessments. Present processed information (intelligence) in regular situation updates. Brief the EOC, ICP, Policy Group as information/intelligence becomes

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	<p>available.</p> <ul style="list-style-type: none"> • Prepare forecasts that identify possible outcomes and project potential impacts. • Maintain incident data for records.
Departments Involved	<p>Responsible:</p> <ul style="list-style-type: none"> • Behavioral Intervention Team (BIT) • Public Safety • Incident Commander: briefs ICP and EOC Director • EOC Director: briefs EOC staff, ESFs, and Policy Group Liaison. • Policy Group Liaison: briefs Policy Group • EHS – weather forecasts
Key Information Requirements No Notice Incident	<p>No Notice Incident:</p> <ul style="list-style-type: none"> • What the incident is. • Location of the incident. • Who is impacted (e.g., students, department-wide, school). • University/campus operating status. • Accountability for location and status of students and personnel on-campus. • Status of campus infrastructure including communications and IT. • Descriptions of known or expected impact. • Estimated duration. • Actions being taken by response officials. • Status of campus access. • Sentiment of campus community. • Weather conditions. • Traffic conditions.
Key Information Requirements Notice Event	<p>Notice Event:</p> <ul style="list-style-type: none"> • Threat assessment-if human caused/adversarial. • Projected start and duration of impact. • Description of the incident. • Where the expected impact is (location). • Projected impacts to local government services, transit, critical infrastructure, utilities. • Projected or known restrictions of movement (vehicles and people) throughout the area. • Projected impacts to direct campus access. • Forecast for 12-24-36 hours (incident dependent). • Sentiment of the campus community toward the planned event-expected participation of the campus community in the said event.
Deliverables	Situation Briefs, Intelligence Briefs, EOC briefings, planning forecasts. – written or verbal.
Systems Used	HSIN, CDC HAN, PSIP, NCR-Watch-Desk, COG Alerts, RICCS, NWS Weather Alerts, WeatherSentry, BPD encrypted radios, AWARE
Tools	Microsoft Teams, Maxient, Navigate360

ESF 3 – Emergency Housing

What is the Mission	Provide secure and sanitary sheltering to residential students, staff, and faculty displaced by an emergency.
Operations Goal	Identify appropriate alternative housing for displaced persons and provide supporting logistics to relocate them in a reasonable time.
Customer Experience Goal	You receive secure and sanitary shelter within a reasonable time of a displacement.
Objectives	<ul style="list-style-type: none"> • Determine the number of impacted persons and the expected duration of impact. • Smaller displacements that can be handled at the department level do not require ESF activation. • Within 60 minutes of a no-notice incident, if practicable, provide a reception center for displaced persons where they can receive needed commodities, incident updates and information, and work with a housing coordinator. • Refer to Annex F Emergency Housing Guide and Annex G Emergency Shelter Plan. • Identify secure and sanitary alternatives for housing that meet displaced persons access, functional, mobility, and identify needs. • Work with displaced persons to structure alternative housing arrangements and logistics. • Facilitate transition for displaced persons to alternative housing, and secure necessary support and logistics.
Departments Involved	<p>Responsible:</p> <ul style="list-style-type: none"> • Residential Life and Housing. • Associate Vice President Auxiliary Services (transportation to shelters as needed). • Facilities Management. • Dining Services.
Key Information Requirements No Notice Incident	<p>No Notice Incident:</p> <ul style="list-style-type: none"> • What the incident is. • Location of the incident. • Who is impacted (e.g., students, department-wide, school). • How many persons are displaced. • Accountability for location and status of impacted students and personnel on-campus. • Description of known or expected impact. • Estimated duration.
Key Information Requirements Notice Event	<p>Notice Event:</p> <ul style="list-style-type: none"> • Description of the incident. • Anticipated location of impact. • Projected start and duration of impact. • Projected number of impacted.
Deliverables	Reception Center, alternative housing.

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Systems Used	
Tools	Emergency Housing Guide (Annex F) Emergency Shelter Plan (Annex G)

ESF 4 – Emergency Commodities

What is the Mission	Provide life-sustaining essential supplies such as food, water, and over-the-counter medications as well as consumable goods and emergency supplies to impacted persons.
Operations Goal	Secure and distribute needed life-sustaining commodities immediately following a qualifying incident; procure and distribute consumable goods and emergency supplies.
Customer Experience Goal	If practicable, you receive life-sustaining commodities within 4-6 hours of an incident and essential consumable goods and emergency supplies with a reasonable time.
Objectives	<ul style="list-style-type: none"> • Identify the immediate and future needs of impacted persons. • Within four hours of a no-notice incident, establish a commodity distribution point(s). • Secure and distribute life-sustaining commodities to impacted persons. • Maintain real-time inventory of supplies and order as required to meet incident needs. • Activate/operate a Closed-Point of Dispensing (C-POD) to distribute medical countermeasures. • In less emergency situations, work with impacted departments/business units to identify needs and in coordination with procurement, purchase necessary goods. • Facilitate distribution of consumable goods and emergency supplies through commodity distribution points or alternate approved plan. • Coordinate with external agencies (e.g., American Red Cross, etc.). • Conduct a post-incident inventory of commodities and re-stock as needed.
Departments Involved	<p>Responsible:</p> <ul style="list-style-type: none"> • Public Safety: C-POD staffing and security if activated. • Student Health: C-POD staffing-medical screening. • Incident Commander/ICP. • EOC.
Key Information Requirements No Notice Incident	<p>No Notice Incident:</p> <ul style="list-style-type: none"> • What the incident is. • Location of the incident. • University/campus operation status. • Communities impacted (e.g., students, department-wide, school). • Description of known or expected impact. • Estimated duration.

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	<ul style="list-style-type: none"> • If action needs to be taken by the message recipient. • Actions being taken by response officials.
Key Information Requirements Notice Event	Notice Event: <ul style="list-style-type: none"> • What the planned event is. • When the impact is expected or planned event will take place. • Where the impact is expected. • Communities impacted (e.g., students, department-wide, school). • Estimated duration. • Description of known or expected impact. • If action needs to be taken by the message recipient. • Actions planned by response officials.
Deliverables	Timely warnings, emergency notifications, messages/emails, statements from university leadership.
Systems Used	Everbridge, Alertus, Microsoft emails
Tools	Crisis Communication Plan (CCP), Inclement Weather SOP, C-POD plan, and MOA for MCM.

ESF 5 – Emergency Medical Services

What is the Mission	Provide emergency medical services to impacted people on Loyola property.
Operations Goal	Safely and effectively provide emergency medicine and transport to ill/injured persons within the scope of practice.
Customer Experience Goal	You receive appropriate, timely emergency medical care and transport to definitive care.
Objectives	<ul style="list-style-type: none"> • Respond to calls for service. • Provide appropriate emergency medical care within the scope of practice; effectively transition to definitive care as needed. • Staff casualty collection points and aid stations as required. • Transport injured persons to definitive care. • Provide mental health crisis support, effectively transition to definitive care as needed. • Support special events as requested. • Staff casualty collection points and aid stations as required. • Liaison with external first responders (e.g., BC-FEMS). • Track patient locations at local hospitals for reunification/records.
Departments Involved	Responsible: <ul style="list-style-type: none"> • Incident Commander/ICP. • EOC • Counseling Center (Critical Incident Response Services) • Student Health
Key Information Requirements No Notice	No Notice Incident: <ul style="list-style-type: none"> • What the incident is.

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Incident	<ul style="list-style-type: none"> • Where the incident is. • How many persons are injured. • Description of patient conditions and nature of injuries, if known. • Current threats on-scene. • Hospital location/status.
Key Information Requirements Notice Event	Notice Event: <ul style="list-style-type: none"> • Description of the incident. • Projected start and duration of incident. • Allocated staff. • Anticipated care requirements and potential patient volume.
Deliverables	Casualty collection point/aid station, secure records (e.g., patient status, location)
Systems Used	Microsoft Teams
Tools	SOPs, MOUs, MOAs, Medical Aid Bags, AED machines

ESF 6 – Protection

What is the Mission	Provide physical security and support for emotional and mental well-being.
Operations Goal	Safeguard students, staff, faculty, volunteers, visitors, and contractors, physically, mentally, and emotionally while on Loyola’s property.
Customer Experience Goal	You feel secure on campus, in Loyola facilities, and during Loyola activities and events.
Objectives	<ul style="list-style-type: none"> • Respond to calls for service. • Provide a physical presence to deter negative, threatening, or suspicious behavior in appropriate circumstances. • Provides access control. • Uses a trauma-informed approach for mental health concerns. • Provide people with connections to advocates and mental health services. • Maintain BPD MOA for secondary employment of armed officers. • Coordinate with local law enforcement to facilitate effective mitigation of crime and acts of violence. • Establish ICP (singular or unified) to coordinate the tactical response. • Monitor potentially impactful activities on campus. • Provide support during emergency operations and special events.
Departments Involved	Responsible: <ul style="list-style-type: none"> • Department of Public Safety • Counseling Center
Key Information Requirements No Notice Incident	No Notice Incident: <ul style="list-style-type: none"> • What the incident is. • Where the incident is. • Who is impacted (i.e., students, depart-wide, school). • Current threats on-scene.

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	<ul style="list-style-type: none"> • Events/activities in the immediate area. • Accountability of persons on campus (if wide-spread impacts).
Key Information Requirements Notice Event	Notice Event: <ul style="list-style-type: none"> • Description of the incident. • Projected start and duration of incident. • Anticipated impacts to campus spaces/attendance (special events). • Allocated staff. • Anticipated street closures. • Anticipated access issues.
Deliverables	Incident reports and supplements, briefings
Systems Used	MVA access, CCTV surveillance
Tools	Navigate360, Radios, Intrusion alarms, Fire alarm systems, DW Spectrum, DSX

ESF 7 – Damage Assessment Remediation

What is the Mission	Assess the physical, structural impact to university facilities and roadways to determine safety and habitability of spaces.
Operations Goal	Gain a rapid understanding of the impacts to campus spaces and facilities and to then remove debris and restore space to safe and habitable condition.
Customer Experience Goal	You know when you will be able to access and use campus spaces safely.
Objectives	<ul style="list-style-type: none"> • Assess impacts to campus within 1-2 hours. • Secure/remove immediate threats like fallen branches. • Provide EOC with pictures and reports from facilities. • Coordinate with Public Safety for security in damaged areas when necessary. • Secure services to remove and properly dispose of debris on campus within 4-6 hours. • Secure engineering expertise to assess the structural condition of buildings, overpasses, sidewalks, and roadways within 24-48 hours of the incident. • In a large incident, provide the IC with a plan and timetable for debris removal and clean/up restoration services (the IC will brief the EOC director).
Departments Involved	Responsible: <ul style="list-style-type: none"> • Facilities Management • Public Safety
Key Information Requirements No Notice Incident	No Notice Incident: <ul style="list-style-type: none"> • What the incident is. • Where the incident is. • Who is impacted (i.e., students, department-wide, school).

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	Known threats and hazards in the impact area (e.g., down wires, HAZMAT).
Key Information Requirements Notice Event	Notice Event: <ul style="list-style-type: none"> • Description of the incident/event. • Projected start and duration of the incident. • Anticipated impacts to campus facilities and symptoms. • Anticipated street closures. • Anticipated access issues. • Anticipated hazards or threats.
Deliverables	Debris management plan; restoration recovery plan; incident photos and reports; site security
Systems Used	N/A
Tools	Facilities Management SOPs, Public Safety SOPs Building—Initial Damage Assessment Form

ESF 8 – Family Support

What is the Mission	Provide information and support to families of impacted students, staff, and faculty immediately after an incident and throughout the recovery period.
Operations Goal	Provide timely and accurate accountability information for students, staff, and faculty after a qualifying incident and provide compassionate support to families.
Customer Experience Goal	You receive information about your loved one in a timely and sensitive manner. You receive the support you need in a compassionate way.
Objectives	<ul style="list-style-type: none"> • Centralize accountability for persons on impacted campuses and facilitate reunification. • If necessary, establish a family support call-center within 60 minutes of a qualifying incident. • If necessary, open a Family Assistance Center (FAC) within 24 hours of a qualifying incident. • Secure space and personnel to receive and care for families. • Facilitate accommodations and access to campus for impacted families. • When a FAC is not open, assign a Navigator (host) to each impacted family. • Facilitate coordination across Loyola to resolve family needs. • Coordinate with the PIO to provide appropriate community/public messages related to family support. • Coordinate campus-wide grief support and memorial events/services as necessary.
Departments Involved	Responsible: <ul style="list-style-type: none"> • EOC PIO • Campus Ministry

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	<ul style="list-style-type: none"> Human Resources
Key Information Requirements No Notice Incident	No Notice Incident: <ul style="list-style-type: none"> What the incident is. Who is impacted (e.g., students, department-wide, school). Estimated persons impacted. Description of identified needs.
Key Information Requirements Notice Event	Notice Event: N/A
Deliverables	Accountability report, FAC, call center
Systems Used	N/A
Tools	Death of Student SOP, Human Resources Death of Employee SOP

ESF 9 – Volunteer and Donations Management

What is the Mission	Coordinate the integration of volunteers and donated commodities during response and recovery efforts.
Operations Goal	Effectively integrate volunteers and donated goods into ongoing university response and recovery operations.
Customer Experience Goal	You feel appreciated and welcome as a volunteer or donor during an emergency.
Objectives	<ul style="list-style-type: none"> Connect volunteers to active operations tasks accepting volunteer assistance. Facilitate hand-offs between volunteers and appropriate task leaders. When appropriate, ensure waivers are signed, and a safety briefing and campus orientation is provided. Collect check-in and check-out paperwork and rosters after the event/incident. Coordinate offers to donate commodities through the EOC. Maintain proper records and distribute donations as requested.
Departments Involved	Responsible: <ul style="list-style-type: none"> EOC Campus Ministry Assigned per incident.
Key Information Requirements No Notice Incident	No Notice Incident: <ul style="list-style-type: none"> Point of contact. Number of persons. Availability. Desired task. Age and activity level (to ensure tasks are appropriate).
Key Information Requirements Notice Event	Notice Event: <ul style="list-style-type: none"> Point of contact. Item(s) to be donated.

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	<ul style="list-style-type: none">• Amount/volume and condition of donation (i.e., palletized, boxed, loose).• Shipping, receiving, and storage requirements.• Estimated arrival time.
Deliverables	Accountability records, donation receipts and documentation.
Systems Used	N/A
Tools	N/A

Appendices

A. Explanation of Terms

Analysis

An activity whereby meaning, actual or suggested, is derived through organizing and systematically examining diverse information and applying inductive or deductive logic for the purposes of criminal investigation or assessment.

Communications Center

The campus police communications center is a communications hub that is staffed 24/7, 365 days a year. The center routes radio transmissions, answers emergency and non-emergency calls, and dispatches first responders to emergencies.

Exercise

The employment of personnel and resources in a controlled environment to test, validate, and/or improve a specific plan or capability in pursuit of a stated objective. Exercises may include workshops, facilitated policy discussions, seminars, tabletop exercises, games, modeling and simulation, drills, functional exercises, and full-scale exercises.

Hazard

A hazard poses an actual or potential danger or risk to the university.

Hazardous Material (Hazmat)

A HAZMAT is a material (a flammable or poisonous material) that would be a danger to life or the environment if released without precautions.

Homeland Security Information Network (HSIN)

A U.S. Department of Homeland Security- managed national secure and trusted Web-based portal for information sharing and collaboration among federal, state, local, tribal, territorial, private sector, and international partners engaged in the homeland security mission.

Emergency Notification

Alert sent for a broader category than those sent for timely warnings since they can be sent for non-Clery crimes and other types of incidents that pose an imminent or ongoing threat (e.g., hazardous materials release or tornado).

Emergency Operation Center (EOC)

The physical or virtual site where the coordination of information and resources to support incident management normally takes place. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), some combination thereof, or by departmental structure.

Emergency Support Function

An Emergency Support Function (ESF) is a group composed of experts and leaders in a field that can be activated during an emergency to facilitate communication and coordination of resources.

Everbridge-Emergency Notification System (ENS)

Everbridge is the university's Emergency Notification System that utilizes text messages, voicemails, and emails to notify the campus community about emergencies.

Exercise

The employment of personnel and resources in a controlled environment to test, validate, and/or improve a specific plan or capability in pursuit of a stated objective. Exercises may include workshops, facilitated policy discussions, seminars, tabletop exercises, games, modeling and simulation, drills, functional exercises, and full-scale exercises.

“If You See Something, Say Something™” Campaign

A U.S. Department of Homeland Security program to raise public awareness of indicators of terrorism and violent crime and to emphasize the importance of reporting suspicious activity to the proper state and local law enforcement authorities.

Homeland Security Information Network (HSIN)

A U.S. Department of Homeland Security-managed national secure and trusted web-based portal for information sharing and collaboration among federal, state, local, tribal, territorial, private sector, and international partners engaged in the homeland security mission.

Incident Command System (ICS)

Defines the operating characteristics, management components, and structure of emergency management organizations throughout the lifecycle of an incident.

Incident Commander

The person responsible for all tactical aspects of response at the scene of an emergency.

Joint Information Center (JIC)

A joint information center is a physical location used to coordinate critical emergency information, crisis communications, and public affairs.

LiveSafe Mobile Security App

LiveSafe is a mobile app that enables direct and discreet two-way communication with campus police officials using text, picture, video, and audio.

Medical Countermeasures (MCM)

According to the Maryland Department of Health, “medical countermeasures are life-saving medications and medical supplies that are regulated by the U.S. Food and Drug Administration. They can be used to alleviate or treat adverse health effect from intentional, accidental, or naturally occurring public health emergencies. MCM can include vaccines and antibodies, antiviral drugs, and devices such as diagnostic tests, and personal protective equipment (PPE), and ventilators.”

Memorandum of Agreement (MOA)

A Memorandum of Agreement is a formal business document used to outline an agreement made between two separate entities, groups, or individuals.

Mitigation

Action taken to reduce risks to reduce or eliminate long-term risk to hazards.

National Incident Management System (NIMS)

NIMS is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector in working together seamlessly and managing incidents involving all threats and hazards—regardless of cause, size, location, or complexity—to reduce loss of life, loss of property, and harm to the environment. NIMS is the essential foundation to the National Preparedness System and provides the template for the management of incidents and operations in support of all five National Planning Frameworks.

Phases

A distinct period or stage in a process of change or development.

Preparedness

Action taken to improve emergency response or operational preparedness.

Risk

The potential for an unwanted outcome resulting from an incident, an event, or an occurrence, as determined by its likelihood and the associated consequences.

Risk Assessment

A product or process that collects information and assigns values to risks for purposes of informing priorities, developing, or comparing courses of action, and informing decision making.

Soft Target

A person or thing that is relatively unprotected or vulnerable, especially to terrorist attack.

Standing Information Needs (SIN)

Enduring information needs about the homeland security threat or operational environment. SINS provide a formal, structured framework for categorizing issues and topics of interest for fusion centers.

Strategic National Stockpile (SNS)

According to the U.S. Department of Health and Human Services, “the Strategic National Stockpile (SNS) is part of the federal medical response infrastructure and can supplement medical countermeasures needed by states, tribal nations, territories, and the largest metropolitan areas during public health emergencies. The supplies, medicines, and devices for lifesaving care contained in the stockpile can be used as a short-term, stopgap buffer when the immediate supply of these materials may not be available or sufficient.”

Standard Operating Procedures (SOP)

Established or prescribed methods to be followed routinely for the performance of designated operations or in designated situations. SOPs are typically prepared at the department level.

Timely Warning

Alert sent to the Loyola community for confirmed Clery crimes that have occurred within Loyola's Clery boundaries and are imminent or ongoing.

Unified Command

An organization that consists of the incident commanders from various jurisdictions or organizations operating together to form a joint command structure as opposed to a singular command structure with one incident commander.

Vulnerability

Physical feature or operational attribute that renders an entity, asset, system, network, or geographic area open to exploitation or susceptible to a given hazard.

Vulnerability Assessment

An assessment of a weakness, likelihood of being attacked, and ability to withstand an attack or hazard.

B. Acronyms

AAR	After-action review
BC-FEMS	Baltimore City Fire and Emergency Medical Service
BPD	Baltimore City Police Department
BCPD	Baltimore County Police Department
COG	Council of Governments
C-POD	Closed-Point of Dispensing
EOC	Emergency Operations Center
ENS	Emergency Notification System
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HAN	Health Alert Network
HSIN	Homeland Security Information Network
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MCM	Medical Countermeasure
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NCR	National Capital Region
NIMS	National Incident Management System
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSIP	Private Sector Integration Program
RICCS	Regional Incident Communication and Coordination System
SIN	Standing Information Needs
SNS	Strategic National Stockpile
SOP	Standard Operating Procedures

C. Authority and References

This plan is based on the foundations of the National Incident Management System (NIMS), National Response Framework, several Presidential Policy Directives, and the Robert T. Stafford Disaster Relief & Emergency Assistance Act (as amended). The Emergency Operations Plan was also developed using reference guidance from resources developed by federal and private sector agencies and partners.

References include but are not limited to:

- American with Disabilities Act of 1990 (ADA)
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action. U.S. Department of Homeland Security
- Code of Ethics for Emergency Management Professionals
- Defense Support of Civil Authorities, Joint Publication 3-28. U.S. Department of Defense
- Developing and Maintaining Emergency Operations Plans: CPG 101
- Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
- Hazardous Materials Emergency Planning Guide, NRT-1, U.S. Environmental Protection Agency
- Homeland Security Presidential Directive No. 8 (PPD-8)
- Mitigation Ideas: A Resource for Reducing Risk to Natural Hazards, U.S. Department of Homeland Security
- National Fire Protection Standard (NFPA) Standard 1660
- National Incident Management System, 3rd Edition. U.S. Department of Homeland Security
- National Response Framework. U.S. Department of Homeland Security
- Plain Language Frequently Asked Questions (FAQ), U.S. Department of Homeland Security
- The Handbook for Campus Safety and Security Reporting, 2016 Edition, U.S. Department of Education

D. Record of Distribution

Department	Name	Title	Date	Copies

E. Record of Changes

Date	Page/Section	Description of Change(s)	Signature