



Emergency Operations Plan 2026



Land Acknowledgement

We acknowledge the land and water that the University of Southern Maine campuses occupy, as well as the ancestral and contemporary peoples indigenous to these places in the Dawnland. Campus lands were the ancestral fishing, hunting, and agricultural grounds inhabited by the Abenaki and Wabanaki people for thousands of years.

We recognize that we are on indigenous land. In addition to the Abenaki, the broader place we now call Maine is home to the sovereign people of the Wabanaki Confederacy: the Penobscot, Passamaquoddy, Maliseet, and Mi'kmaq peoples. We exist on their unceded homelands.

We also acknowledge the uncomfortable truths of settler colonialism, among them that the peoples indigenous to this place were often forcibly removed from this place. Harm from the physical and cultural genocide of Native people here and throughout the land we now call Maine continues and is felt by members of the Wabanaki Confederacy who live here today, including our own Wabanaki students, staff, and faculty.



Office of the President



Dr. Jacqueline Edmondson
President

Dear University Community,

The University of Southern Maine is a place of learning, discovery, and community, and our collective safety and well-being remain our single most important commitment.

The Emergency Operations Plan (EOP) serves as a testament to this commitment. While the plan itself contains the detailed structure, roles, and procedures necessary to manage a crisis, I want to emphasize the core philosophy behind it - we believe in proactive preparedness and shared responsibility.

This EOP is not merely a document, it is a framework that allows us to protect our students, faculty, staff, and visitors across all our campuses. Our dedicated public safety, facilities management, and emergency management teams continually train and plan for a wide range of scenarios, ensuring that we are ready to respond effectively and efficiently.

However, a safe campus environment requires engagement from everyone. Each member of our community plays a vital role in our readiness. I encourage you to familiarize yourself with the communication channels and basic actions outlined in this plan. Your awareness and timely cooperation are critical during any emergency.

The strength of USM lies in our community. By being informed and prepared, you become an indispensable part of our safety strategy. Thank you for embracing this shared responsibility and for your commitment to keeping our campuses safe and resilient.

Warm regards,

Dr. Jacqueline Edmondson, President
University of Southern Maine

Statement on Emergency Preparedness



Grainne Perkins
VP of Public Safety

To Our Campus Community,

Emergencies and disruptive incidents often occur without warning and can impact university operations. Protecting the safety and wellbeing of our campus community while ensuring continuity in operations requires planning, preparation and clear communication.

This Emergency Operations Plan is central in ensuring that these activities are central in our response to any such incident.

This plan outlines the structures, responsibilities and procedures that guide our collective response when the unexpected happens. While Public Safety may lead the coordination of emergency management, every single member of our community plays an important role in ensuring our success. No single department can manage the tasks required in an emergency, the responsibility is a shared effort. By working as a team, we can minimize disruption and support campus operations.

By familiarizing yourself with the information in this plan, participating in training opportunities and staying mindful of your personal preparedness, you can contribute directly to the safety and resilience of our university.

Thank you all for your partnership in keeping USM a safe, supportive and ready community.

Grainne Perkins

Gráinne Perkins, PhD.

Chief of Police and Vice President of Public Safety

Record of Revisions & Distribution

Date	Page/Selection	Revisions
11/01/2016		Creation and approval of EOP
03/01/2020		Revised for text and updates
07/01/2020		Final Revisions
09/01/2022		Updated and revision published
09/01/2024		Updated and revision published
01/01/2026		Revised for text and updates

Date		Distribution
11/01/2016		Published online for all university community
03/01/2020		Published online for all university community
07/01/2020		Published online for all university community
09/01/2022		Published online for all university community
09/01/2024		Published online for all university community
01/01/2026		Published online for all university community

Table Of Contents

Letter from the President	Page 3
Statement on Emergency Preparedness	Page 4
Record of Revisions and Record of Distributions	Page 5
Table of Contents	Page 6

Base Plan

1. Introduction	Page 8
◦ Purpose	Page 8
◦ Scope	Page 8
◦ Campuses, Education Centers and Other Locations	Page 9
2. Concept of Operations	Page 10
◦ Overview	Page 10
◦ Roles and Responsibilities	Page 10
◦ Emergency Management Structure	Page 13
◦ Mitigation and Preparedness	Page 17
3. Incident Life Cycle	Page 19
◦ Initial Actions	Page 19
◦ Continuing Actions	Page 21
◦ Recovery Operations	Page 22

Table Of Contents

Appendices

Appendix A: Planning Assumptions and Hazards	Page 23
Appendix B: Plan Development and Maintenance	Page 24
Appendix C: Acronyms	Page 24
Appendix D: Definitions	Page 25

Emergency Support Functions (ESFs)

ESF1:Transportation	Page 27
ESF2:Communication	Page 28
ESF3:Public Works and Engineering	Page 29
ESF4:Firefighting	Page 30
ESF5:Emergency Management	Page 31
ESF6:Mass Care, Emergency Assistance, Housing& Human Services	Page 32
ESF7:Logistics Management and Resource Support	Page 34
ESF8:Public Health and Medical Services	Page 35
ESF9:Search and Rescue	Page 37
ESF10:Hazardous Materials	Page 38
ESF11:Energy	Page 39
ESF12:Public Safety and Security	Page 40
ESF13:External Affairs	Page 41
ESF14:Personnel Management	Page 42

Introduction

Purpose

The University of Southern Maine (USM) Emergency Operations Plan (EOP) describes how the university responds to emergencies, addresses hazards and establishes policies, methodology, responsibilities and operations designed to effectively and efficiently address the needs of the campus community during an incident. It is intended to be a “living” document that will reflect the continually evolving environment at USM with each update. The primary objectives of the EOP are to:

- Contribute to the safety of students, faculty, staff and visitors
- Effectively manage the response operations to an emergency affecting the university
- Contribute to the protection of life, property and the environment
- Minimize disruption of university operations and activities
- Effectively work with internal resources and external partners during emergency operations
- Restore the university to normal operations

Scope

This EOP applies to all university divisions, departments and offices at the Portland, Gorham and Lewiston/Auburn campuses, education centers and other University related locations.

This plan addresses coordination and management of emergency preparedness, prevention, protection, response, recovery and mitigation operations functions carried out by identified divisions, departments, offices and the Critical Incident Response Team, which is comprised of the President’s Policy Group (PG) and the Emergency Operations Center (EOC) team.

Concepts in this plan apply to any incident when the health, safety or security of students, faculty, staff or visitors is threatened, as well as protection of university property. Since the university is vulnerable to a variety of natural and human-caused hazards, this plan takes an all-hazards approach. The concepts in this plan can be used for all incidents that may affect university operations.

The University embraces the individual differences of our students, faculty, staff and visitors. Some members of the community have access and functional needs which may require certain accommodation. Divisions, departments and offices will plan for people with access and functional need accommodation during emergency preparedness, response, recovery and mitigation efforts.

This Emergency Operations Plan was developed in collaboration with university representatives. The roles and responsibilities of identified parties are included in this plan. Training and exercises will be conducted on a regular basis to ensure university capabilities. The USM Police/Public Safety office, Facilities Management and the UMS Safety Management Office are responsible for conducting the majority of the training and exercises to assist in the University's preparations for, responses to and recovery from incidents.

Campus Locations



The University of Southern Maine is a university that is located on three distinct campuses.

Portland

The Portland campus is located on 26.4 acres of land in Portland, Maine. This campus is an academic/conference campus with one large residential student housing building, which houses approximately 500 residents. This campus also includes libraries, meeting spaces, dining and recreational facilities. The campus is comprised of several multistory academic buildings and several outbuildings that border residential neighborhoods. A dedicated municipal bus service route runs between the Gorham campus and the Portland campus

Gorham

The Gorham campus is located on 102 acres of land in Gorham, Maine. This campus is made up of residential, academic and sports facilities as well as an art gallery. The campus has several multistory academic facilities, a large sports complex which includes a field house, gymnasium, ice arena, and playing fields. Six buildings are residence facilities housing approximately 1,700 students. A dedicated municipal bus service route runs between the Gorham campus and the Portland campus.

Lewiston/Auburn

The Lewiston/Auburn campus is located in an industrial area of the City of Lewiston. The property is 8.3 acres with one building with a total of 128,000 square feet. The building is an academic building. There are no residential facilities.

Concept of Operations

Overview

University divisions, departments and offices respond to emergencies by using pre-established standard operating procedures. When incidents increase in magnitude, additional resources and coordination may be required to support emergency response and recovery efforts.

USM operations are guided by the National Incident Management System (NIMS), as established by the Federal Emergency Management Agency (FEMA). NIMS provides a nationwide template enabling federal, state, local and private sector non-governmental organizations to work together effectively and efficiently to prevent, prepare for, respond to and recover from incidents regardless of cause, size or complexity. Two components of NIMS are the Incident Command System (ICS) and Emergency Support Functions (ESF). Consistent with NIMS, USM operations incorporate the basic structure of the ICS, while making necessary adjustments and incorporating emergency support functions (ESF) to meet the unique needs of the university. ICS is the model tool for command, control and coordination of a response, and it provides a means to coordinate the efforts of the university and external partners as they work toward the common goal of stabilizing an incident and protecting life, property and the environment. ESFs organize university capabilities to coordinate internal emergency response and recovery operations.

Roles and Responsibilities

The university has identified divisions, departments, offices and individuals that have a role in emergency preparedness, response and recovery operations and that have specific responsibilities to meet the needs of an incident. Responsible parties are listed below, along with a brief description of their respective roles and responsibilities. As needed, the EOC will be activated and become responsible for overseeing the university's strategic, operational and tactical-level activities during emergency response and recovery efforts, including coordinating the response with external partners. USM divisions, departments, offices and individuals not listed in this plan may be requested to participate in these efforts as needed.

Concept of Operations

- **Office of the President:** The Office of the President is responsible for the operation of the institution and relationships with the community.
- **Provost:** The Office of the Provost and Vice President for Academic & Student Affairs is responsible for the University's academic faculty and programs, research, the university libraries, and community engagement and career development.
- **Vice President for Student Affairs:** the Student Affairs Division is responsible for Residential Life, Student Life, Athletics and Recreation.
- **Vice President for Finance & Administration/Chief Business Officer:** The Chief Business Officer has primary responsibility for the management of USM financial and operational resources.
- **Vice President of Enrollment Management and Marketing:** The Office of the Vice President of EM&M is responsible for Admissions, Student Financial Services, Marketing, Public Affairs and External Relations, and Registration & Scheduling Services.
- **Emergency Operations Center (EOC) Group:** The EOC group works to ensure that the University of Southern Maine community works together to mitigate, prepare for, respond to and recover from all hazards. This includes, but is not limited to, overseeing the University Emergency Operations Center; maintaining the Emergency Operations Plan; managing emergency messaging such as USM Campus Advisories and the USM Alert notification system; participating in and conducting exercises; examining emergency and special event plans; and developing and managing internal resources and external partnerships. A designee from this group serves as the Facilities Emergency Coordinator (FEC) and Incident Commander for the university.

Concept of Operations

- **University of Maine Systems Safety & Risk Management Office (UMS SMO):** The SMO manages the University of Maine System coordination of response to occupational and environmental health issues on campuses. The office consults on emergency preparedness, response and recovery efforts, health and safety inspections, fire and life safety, hazardous materials management and industrial hygiene.
- **University Police Department/Public Safety:** The Department of Public Safety oversees campus law enforcement, campus safety & security, crime prevention, Uniform Crime and Clery Act reporting, and provides emergency response. The USM Police Department employs sworn police officers certified by the Maine Criminal Justice Academy.
- **Critical Incident Response Team (CIRT):** The two Emergency Management Teams – the President’s Policy Group (PG) and the Emergency Operations Center (EOC) group - are responsible for overseeing the university’s strategic and tactical-level activities during emergency response and recovery efforts.
- **Emergency Support Functions (ESFs):** USM organizes university capabilities into 14 ESFs that coordinate university emergency response and recovery operations. Each ESF identifies primary and support divisions, departments and offices that are responsible for ensuring operational capabilities. The ERG will activate appropriate ESFs to support incident needs.
- **Designated Employees:** University Human Resources will provide guidance to divisions, departments and offices to assist in identifying and informing employees prior to an emergency that their job responsibilities include fulfilling a specific critical function within their area of responsibility during a university closure or emergency and will provide support during response and recovery operations as needed. This also may apply to contracted service providers.

Emergency Management Structure

The university's Critical Incident Response Team (CIRT) is responsible for overseeing the university's strategic and tactical-level activities during emergency response and recovery efforts. The CIRT includes the Policy Group (PG) and the Emergency Operations Center (EOC) group. Each member represents his or her division, department or office, and may task his or her respective unit and designated employees to assist in emergency response and recovery efforts. The CIRT may request assistance from external partners, service providers and suppliers for additional support.

University of Southern Maine EMERGENCY MANAGEMENT STRUCTURE

Critical Incident Response Team



Emergency Management Structure

1. Policy Group

The Policy Group (PG) is the strategic-level Team responsible for policy and decision making that helps protect life, property and the environment while limiting vulnerability and damage to the university during an incident. PG members respond to concerns of the Chancellor, System's Office, and the Board of Trustees.

Members of the PG include:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President of Enrollment Management & Marketing
- Vice President for Finance & Administration / Chief Business Officer
- Vice President for Public Safety
- Vice President for Human Resources
- Director of Administration & Planning

During an emergency, the PG is supported by an administrative staff member who records decisions made and actions taken.

2. Emergency Operations Center (EOC) group

The EOC is led by the Incident Commander and is responsible for coordinating and implementing the university's response within its members' respective divisions, departments or offices. The group collects and disseminates information regarding the incident, provides advice to the PG and ensures the continuity of each member's areas of responsibility. Members of the EOC optimize the overall university response by understanding each other's intentions and coordinating actions. Members of the EOC group include representatives from:

- Finance Division
- Housing/Residential Life
- Information Technology
- Facilities Management
- Public Safety/Police
- Office of the Provost
- Enrollment Management and Marketing
- Student Affairs
- Public Information Officer
- Health & Counseling Services
- Dean of Students

The EOC disseminates information via various tools and partners, including but not limited to the university's homepage(www.usm.maine.edu), USM Campus Advisories, USM Alert, USM Information Line (207-780-4000) and social media.

Emergency Management Structure

3. Emergency Operations Support

The CIRT will first rely on university capabilities and resources for response and recovery efforts by using emergency support functions and designated employees. Service providers and suppliers may be used to augment response capabilities and resources.

a. Emergency Support Functions

Emergency response and recovery operations are organized under Emergency Support Functions (ESF). The EOC will activate appropriate ESFs to support response and recovery efforts. There are 14 ESFs with identified primary USM divisions, departments and offices listed below. For additional information, see Emergency Support Functions 1 to 14.

Emergency Support Function	Primary Division, Department or Office
ESF 1: Transportation	University Public Safety/Police Department
ESF 2: Communications	UMS Information Technology
ESF 3: Public Works and Engineering	Facilities Management
ESF 4: Firefighting	Local Fire/Rescue
ESF 5: Emergency Management	Emergency Operations Center (EOC) Group
ESF 6: Mass Care, Emergency Assistance, Housing and Human Services	Housing & Residential Life
ESF 7: Logistics Management and Resource Support	Facilities Management
ESF 8: Public Health and Medical Services	Health & Counseling Services
ESF 9: Search and Rescue	Local Fire/Rescue
ESF 10: Hazardous Materials	Local Fire/Rescue
ESF 11: Energy	Facilities Management
ESF 12: Public Safety and Security	University Public Safety/Police Department
ESF 13: External Affairs	Public Information Officer (PIO)
ESF 14: Personnel Management	Facilities Management

Emergency Management Structure

Primary and support divisions, departments and offices assigned to ESFs have underlying responsibilities. Those underlying responsibilities are listed below.

Primary Divisions, Departments or Offices:

The primary unit identified in an emergency support function is the coordinator of that function and will:

- Oversee the emergency support function and those providing emergency operations support
- Notify appropriate USM staff and external partners as needed
- Establish and maintain communication to and from the Critical Incident Response Team
- Organize response actions, utilizing the Critical Incident Response Team
- Coordinate tasks and manage assignments
- Staff the University Emergency Operations Center(EOC), including additional shift employees, if necessary
- Determine the need for and obtain additional resources
- Communicate resource needs to others
- Collect and disseminate incident information
- Coordinate efforts with district, local, state, federal and external partners as appropriate
- Maintain and update Emergency Support Function Annex as necessary
- Provide regular status updates

Support Divisions, Departments or Offices:

A. Identified units that support the primary unit will:

- Provide support to primary unit and respective Critical Incident Response Team
- Begin and maintain an activities log of incident related information and actions
- Track all damage, time, resources used, expenses and actions taken
- Gather information from those providing emergency operations support
- Provide status updates, incident information and resource requests to the primary unit

B. Designated Employees

Employees will be notified that their assistance is needed to support response and recovery operations. Designated employees will fulfill specific critical functions as needed.

C. Service Providers and Suppliers

Service providers and suppliers used in incident response and recovery operations should be pre-identified, pre-approved and pre-contracted. Some incidents may require resources that USM has not pre-identified or pre-contracted. Resource procurement will be made in accordance with USM procurement policies and procedures unless the Chief Business Officer or designee approves an exception. The Finance Division provides assistance in the procurement and management of needed resources.

4.External Partners

USM may use mutual aid agreements to obtain additional assistance and/or resources when the needs of the incident have overwhelmed the capabilities of the University. Many relationships and agreements exist with area agencies and municipalities.

Emergency Management Structure

Response and Recovery

USM Portland, Gorham and Lewiston campuses are all institutional operating entities and are integrated into USM's administration and divisions. The roles and responsibilities of the CIRT, identified divisions, departments, offices and individuals remain the same regardless of location. Each location participates in incident response and recovery consistent with the roles and responsibilities that this EOP and inclusive emergency support functions describe.

USM response and recovery efforts for each location will be carried out in accordance with that location's specified operations and protocols. Capabilities, resources and the need for additional assistance will vary depending on the location. If an incident exceeds the capabilities of a particular campus, USM departments and offices will provide additional resources as requested.

Mitigation and Preparedness

Mitigation and preparedness actions are taken in advance of an emergency to prepare for and minimize the potential impacts caused by incidents at USM.

Mitigation efforts include enforcing building codes, planning for land use, training and education of the university population on the need for mitigation and implementing infrastructure enhancement measures to reduce a hazard's impact.

Preparedness activities consist of almost any pre-emergency action that will improve the safety or effectiveness of emergency response. Preparedness activities have the potential to save lives, reduce property damage and enhance individual and community control over the subsequent emergency response. These actions are taken to protect lives, property and the environment of USM students, faculty, staff and visitors. Preparedness actions include the development, participation and facilitation of training and exercises with the CIRT and various USM divisions, departments and offices. USM will coordinate mitigation and preparedness efforts with the local jurisdictions and external partners as necessary.

Safety and Security units (Facilities Management, UMS SMO, and Public Safety/Police), in addition to other university offices, administer a variety of programs designed to help educate the USM community on emergency preparedness. Personal preparedness information is distributed to students, faculty and staff. Additional information is available on the Public Safety website (usm.maine.edu/police).

Emergency Management Structure



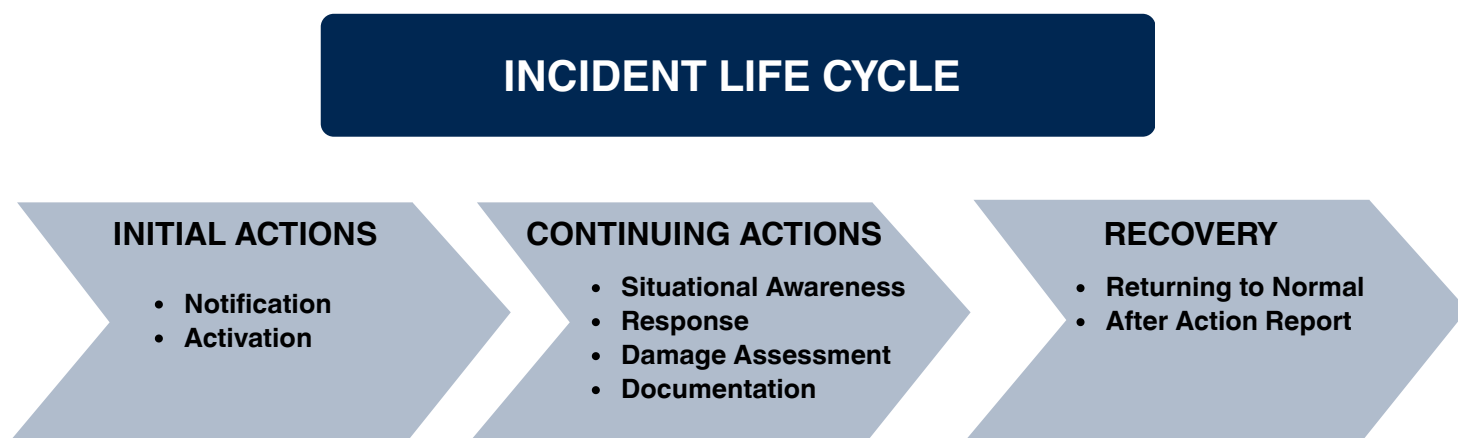
Mitigation and Preparedness

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

- Regularly review emergency preparedness information with staff and faculty
- Implement an emergency plan that functions with USM's EOP and ESF and includes evacuation, shelter-in-place, continuity of operations and emergency communications considerations
- Train staff and faculty on emergency plans
- Identify employees that have job responsibilities that include fulfilling a specific critical function within their area of responsibility during a university closure or emergency and inform them of this responsibility on an annual basis
- 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
- Coordinate with other divisions, departments and offices as needed
- Routinely test and exercise planning efforts

Incident Life Cycle

During an emergency affecting campus, the university will respond consistent with the Incident Life Cycle. This cycle includes three phases that provide guidelines for emergency operations: Initial Actions, Continuing Actions and Recovery Operations. Actions included in each Incident Life Cycle phase may not necessarily be completed in sequential order and may sometimes be undertaken concurrently



Initial Actions

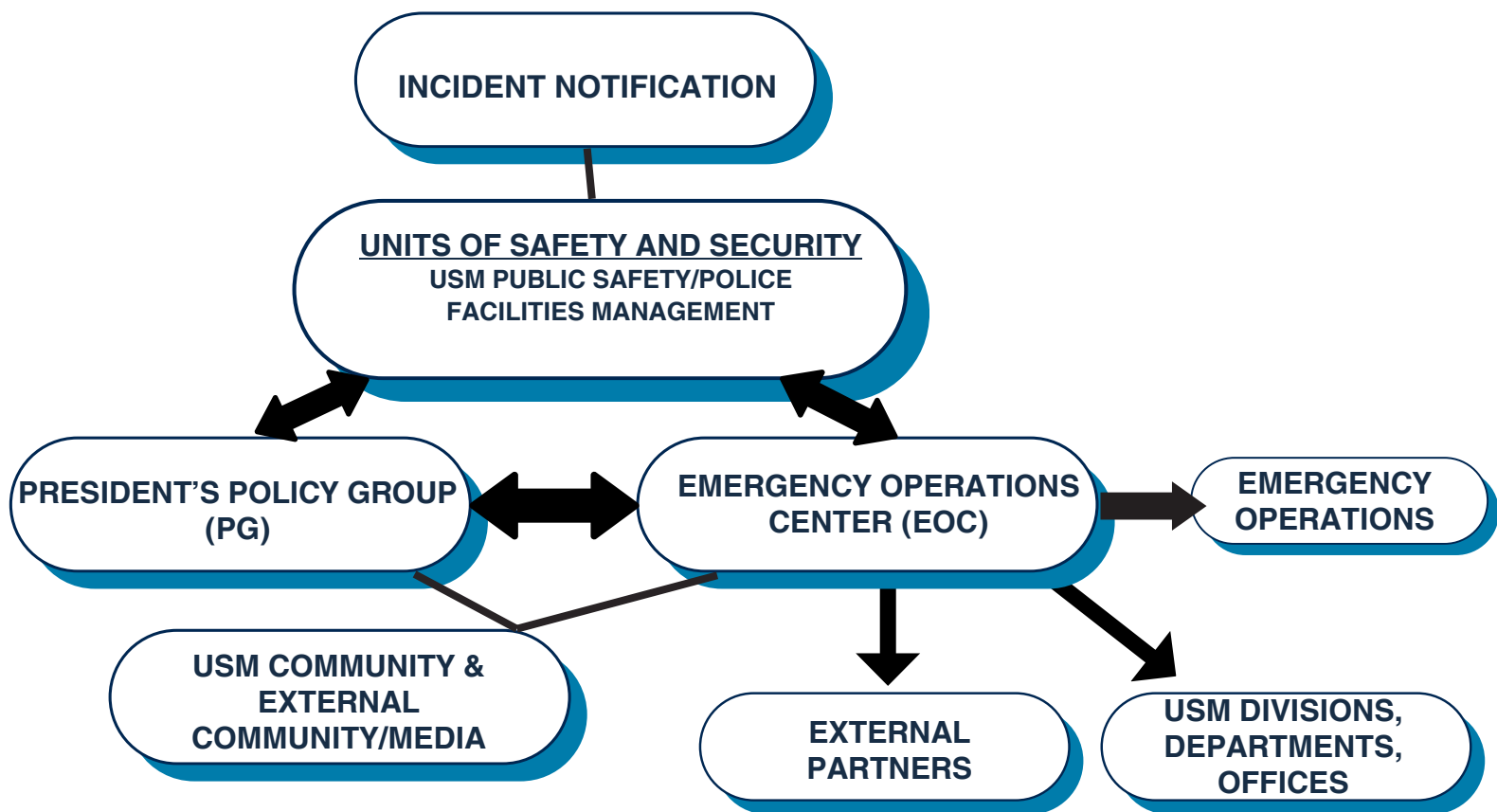
Notification

Facilities Management and Public Safety/Police are likely to be the first to receive notification of an incident. Some incidents can be resolved with normal response capabilities while others may require additional resources or coordination. Incidents escalate to emergencies when life, property or environment of the USM community is threatened.

If emergency response efforts require more than the normal response capabilities of the university, the above referenced departments will notify the EOC and PG as needed. The EOC and PG will provide a message to be released to the USM community and as needed, the media and external community.

Additional information regarding USM's communications systems is included in Emergency Support Function #2: Communications.

Emergency Notification Flow Chart



Activation

Any individual member of the President's Cabinet and/or Emergency Operations Center can activate CIRT.

When CIRT is activated the EOC will notify the primary division, department or office of the ESF and when, where and how to report to the appropriate location. Members will provide their respective divisions, departments and offices with information regarding the emergency and their role in response and recovery.

Continuing Actions

Situational Awareness

Situational awareness is the ability to identify, evaluate and monitor activities and information throughout the incident. Those providing emergency operations support will provide information to members of the EOC through their respective division, department and office representatives, and the EOC will communicate pertinent information to the PG. Decisions regarding further actions will depend on available situational awareness information.

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 incident notifications occur, CIRT may be activated. The PG makes necessary policy decisions and the EOC makes necessary tactical response decisions.

Emergency operations support members may require their division, department or office and designated employees to assist in emergency response operations. Those involved in emergency operations support will provide incident-related information to the EOC and support operations through the recovery phase. The CIRT will determine the need for continued response efforts and initiation of recovery efforts. The CIRT will continue to communicate to the public and USM community as needed.

Damage Assessment

Following the onset of an incident, the Facilities Management Department and its supporting units are responsible for carrying out damage assessments in accordance with the roles and responsibilities outlined in ESF #7. Damage assessments will be used to quickly determine and report the location, severity and nature of damage. The CIRT will use damage assessment and utility disruption information to coordinate response and recovery efforts.

Documenting Damage, Time, Resources Used, Expenses and Actions Taken

Record keeping in real time is vital for effective emergency response and recovery efforts. During emergency response and recovery, each division, department and office involved in the response is responsible for keeping detailed records of all damage, employee time, payroll information, resources used, expenditures, procurement activities, contracts, actions taken and other relevant information. Documentation should begin as soon as response efforts start and continue until recovery operations are complete. The CIRT may request collected information at any time during response and recovery operations.

Records and reporting for financial tracking and reimbursement purposes will follow USM established protocols and procedures unless the Chief Business Officer approves an exception. The Finance Division is responsible for providing financial services and managing the documentation and tracking of expenses related to university emergency response and recovery efforts.

Recovery Operations

Returning to Normal

Following an incident, it is the goal of the university to return to normal as quickly as possible. Recovery operations consist of both short-term and long-term activities. Short-term recovery includes damage assessment and the return of essential functions, such as utilities, emergency services and essential business functions, to minimum operating standards. Long-term recovery activities include repairs and reconstruction that may last for months or years. If long-term recovery efforts are needed, plans will be developed to address specific needs due to that particular emergency and university priorities.

During recovery, the university will reasonably rely on university capabilities and resources to restore normal operations first. Service providers and suppliers used in recovery operations should be pre-identified, pre-approved and pre-contracted. Some recovery operations may require resources that USM has not pre-identified or pre-contracted. Resource procurement will be made in accordance with current USM procurement policies and procedures unless the Chief Business Officer approves an exception. The Finance Division provides assistance in the procurement and management of needed resources.

After Action Report

Following an incident, the ERG will write an After Action Report to identify operational successes, areas for improvement and other key issues affecting the management of the incident. Development of this report will include feedback from divisions, departments and offices that were involved in response and recovery efforts. This report will be used to improve plans and procedures for future response operations. The University will identify and comply with the proper local, state and or federal reporting requirements.

Planning Assumptions & Hazards

Planning Assumptions

The university developed this EOP to prepare for emergency response efforts with the following assumptions:

- The campus will maintain a current and well-communicated EOP to manage emergency operations.
- An incident may occur at any time of the day or night, weekend or holiday and with little or no warning.
- The succession of events in an incident is not predictable. Published operational plans may require modifications in order to meet the requirements of the emergency.
- The university is exposed to a variety of natural and human-caused hazards that have the potential to disrupt the community and cause damage.
- Critical Incident Response Team will be able to oversee and manage university emergency response and recovery efforts.
- Incidents affecting the university may also impact the surrounding community. It is necessary for the university to prepare for and carry out emergency response and recovery operations in conjunction with external partners.
- University divisions, departments and offices are responsible for their designated emergency support functions as outlined in this plan.

Hazards

USM is vulnerable to both natural and human-caused hazards. The university has taken into consideration these risks in the development of this all-hazards based plan. Listed below are some of the most likely hazards:

- Severe Weather (e.g., thunderstorms, hurricanes, winter storms, flooding, extreme heat)
- Medical Emergencies
- Fire
- Special Events
- Government Activities
- Public Health Emergencies
- Utility Failures
- Chemical Spills
- Suspicious/Unusual Packages
- Violence/Active Shooter
- Earthquakes
- Cyber Attacks

Plan Development and Maintenance

The Emergency Response Group is responsible for the development and maintenance of this EOP. The EOP will be reviewed on an annual basis and updated as needed. Each division, department and office mentioned in the plan is responsible for informing the Co-chairs of the Emergency Response Group with updated information as appropriate. Revisions may be made based on operational and regulatory changes, best practices and corrective actions identified through exercises, emergency activations and assessment processes.

Acronyms

AED	Automated External Defibrillator
CIRT	Critical Incident Response Team
UMS SMO	University of Maine Systems Safety Management Office
EOC	Emergency Operations Center
EOP	University Emergency Operations Plan
ESF	Emergency Support Function
FEC	Facility Emergency Coordinator
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services
HSEMA	Federal Homeland Security/Emergency Management Agency
ICS	Incident Command System
MOU	Memorandum of Understanding
NIMS	National Incident Management System
OGC	Office of General Counsel
PG	Policy Group
USM	University of Southern Maine
USMPD	University of Southern Maine Police Department (Public Safety)

Definitions

After Action Report – A report used for the review of incidents, events, actions and operations that occur as a result as an emergency, documenting the lessons learned from the emergency.

Automated External Defibrillator - A portable device that checks the heart rhythm and can send an electric shock to the heart to try to restore a normal rhythm.

Emergency – An occurrence, whether natural or human-caused, intentional or accidental, that threatens the life, property and environment of the USM community, disrupts normal university operations and warrants immediate action. A “large-scale emergency” (sometimes termed a “disaster”) is caused by an incident that requires aid beyond the local resource capability. See “Incident.”

Emergency Management – The organized analysis, planning, decision-making, assignment and coordination of resources to the mitigation of, preparedness for, response to or recovery from an emergency of any kind, whether from attack, human-caused or natural sources.

Emergency Operations Center (EOC) – The location where members of the President’s Cabinet and Emergency Response Group convene and manage the incident.

Emergency Operations Plan (EOP) – A document that focuses on how an organization will respond to emergencies and planned events. The plan states the method for taking coordinated action to meet the needs of an emergency situation.

Emergency Support Function (ESF) – A systematic approach for coordinating incident response and recovery efforts across the university’s divisions, departments and offices. University units identified in this Emergency Operations Plan are organized to support critical functions.

Event – A planned function, possibly involving several university stakeholders, community members and external partners.

Federal Emergency Management Agency (FEMA) – At the federal level of government, the Federal Emergency Management Agency is involved in mitigation, preparedness, response and recovery activities. The Federal Emergency Management Agency, in conjunction with state government, provides planning assistance, training events, exercise programs and research on the latest mitigation measures. Additional information may be found at www.fema.gov.

Incident – An occurrence that may be planned or unplanned that may affect university operations or escalate to an emergency by threatening the life, property or environment of the USM community. See “Emergency.”

Incident Commander (IC) – The leader of the emergency response field operations. Many times the IC position will be filled by a University of Southern Maine Police Department representative.

Definitions Continued

Incident Command System (ICS) – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by organizational or jurisdictional boundaries.

Critical Incident Response Team – The Critical Incident Response Team: President’s Policy Group (PG) and the Emergency Operations Center Group (EOC) are responsible for overseeing the university’s strategic and tactical-level activities during emergency response and recovery efforts.

Mitigation – Actions taken to prepare for and prevent the possible effects of an emergency to the university.

National Incident Management System (NIMS) – The national standard used for the management of emergencies. The system is applicable and adaptable to all levels of incidents and responding agencies, organizations and jurisdictions. Additional information may be found at www.fema.gov/nims.

People with Access and Functional Needs (PAFN) – Individuals who have additional needs before, after or during an incident in functional areas such as communication, transportation, supervision, medical care and maintaining independence. The PAFN population is not limited to just those with physical disabilities, but also includes others such as those with medical needs, those with service or support animals, the non-English speaking, children or those without transportation.

Emergency Support Function #1:

Transportation Emergency.

Primary Agency:

USM Public Safety/Police Department

Support Agencies:

Parking Services

State and local resources Student Affairs

Department of Facilities Management President's Office/Cabinet

Purpose

The purpose of ESF 1 is to coordinate cooperation across departments and agencies regarding transportation needs, issues and activities before, during and after a disaster, emergency, or planned event on campus.

ESF Actions

- Identify temporary, alternative transportation solutions when primary systems or routes are unavailable or overwhelmed.
- Deploy members to fill positions in operations centers and on emergency response teams and other entities as necessary.
- During mass evacuations, ensure the availability of accessible transportation options for individuals with disabilities and others with access and functional needs, as well as emergency transportation by campus and vendor vehicles.
- Coordinate transportation of materials by campus and vendor vehicles.
- Coordinate traffic directions and controls.
- Coordinate damage assessments of campus transportation resources including parking lots, roads, sidewalks and parking garages.
- Work with local and county officials during city or state emergency proclamations when mass transportation is involved.

Emergency Support Function #2:

Communications & Information Technology

Primary Agency:

University Services: Information Technology (UMS:IT)

Support Agencies:

UMS Campus Card Services

UMS:IT

USM Public Safety/Police Department (USMPD)

Facilities Management

Purpose

ESF-2 has primary responsibility for information technology-related services at USM. This function may engage other colleges, divisions, UMS:IT service providers and outside IT providers or services to assist in delivering IT services. This ESF also supports USM disaster recovery plans and utility downtime responses.

ESF Actions

- Troubleshoot, restore, reconfigure or provide access to or additional capacity for:
- Enterprise network security and monitoring
- Communications media, including wired, wireless and telephone networks
- Web and video conferencing services
- Video-to-web live streaming and video on-demand hosting services
- Online web services
- File and data storage and sharing services
- Digital identity management and active directory services
- Software acquisition and licensing
- Hardware configurations
- Server administration
- Provide desktop computer system support.
- Provide technical support, resources and personnel to support emergency operations.
- Enable access to IT resources, including:
- Temporary computers and routers (switches)
- Temporary phones
- IT systems and network hardware and supplies
- Coordinate with security and support division for employee, vendor and student badging, security surveillance, door access and A-phones.
- Coordinate with Academics for student support services.
- Work with outside providers for network support or system interruption support.
- Manage the network security center (Cybersecurity).
- Work with Informatics and Digital Health to enable system usage and sharing and to resolve network attacks or disruptions.
- Prepare for potential cyber-related events by planning top-priority mitigation and remediation measures.

Emergency Support Function #3:

Public Works and Engineering

Primary Agency:

Department of Facilities Management

Support Agencies:

University Police Department/Public Safety

Parking & Transportation Office

Public Information Officer (PIO)

Purpose

ESF-3's primary responsibility is supporting and managing physical impacts to infrastructure: Facilities, structures and grounds on the UAMS campus and off-campus areas. These functions may involve engaging with vendors and contractors.

ESF Actions

- Evaluate, protect, repair and maintain campus infrastructure and facilities by:
- Assessing damage and conducting structural inspections
- Providing building and construction trade services
- Clearing or removing snow and debris
- Providing excavation and engineering services
- Coordinate temporary space assignment and use by:
- Modifying space for change and use
- Setting up temporary space
- Demobilizing after use
- Maintain inventory of equipment and supplies on campus.
- Coordinate damage assessment and facilities access with the PIO.
- Work with departments and agencies to ensure utility services and inspections.
- When facilities require repair of assessments, work with outside agencies, contractors or vendors as needed.
- Manage parking decks and parking lots.

Emergency Support Function #4:

Firefighting

Primary Agency:

Department of Facilities Management

Support Agencies:

Local Fire/Rescue Agencies

Finance & Administration

USM Public Safety/Police

Public Information Officer (PIO)

Purpose

ESF-4 coordinates the responses of fire departments to fire alarms and investigates and suppresses fires when needed. Other activities include fire drill training and assisting local fire departments when evacuation is required.

ESF Actions

- Investigate fire alarms, alarm troubles and fire alarm activations.
- Investigate and suppress the incipient or initial, stage of fires.
- Work with responding fire departments to coordinate the provision of facilities/area-specific information and campus services.
- Operate and control campus facility fire detection and suppression systems and equipment.
- Determine fire evacuation routes and locations.
- Work with local fire departments as needed on confined space, rope and structural collapse rescues.
- Contact local fire marshals about regulations or waivers during emergency incidents or operations.
- As part of the Incident Command System, help staff the Emergency Operations Center during a facility fire-related evacuation.
- Coordinate actions during a fire or fire evacuation.

Local Fire/Rescue Services

The Gorham, Portland and Lewiston Fire Departments are equipped with ladder and engine trucks and corresponding personnel. These agencies are the primary responses to fire emergencies on the corresponding campuses in their jurisdiction. These agencies also provide hazardous material response and search and rescue operations.

Emergency Support Function #5:

Emergency Management

Primary Agency:

USM Emergency Operations Center group (EOC)

Support Agencies:

President's Cabinet

USM Public Safety/Police

Facilities Management

UMS:IT

Public Information Officer (PIO)

Purpose

Coordinating emergency management-related services, which includes managing the Emergency Operations Center (EOC) and acting as liaison for the incident commander and leadership teams. This function also develops and maintains incident action plans, incident briefings and documentation and provides support to all emergency operations and Emergency Action Plans (EAPs).

ESF Actions

- Coordinate activation and management of the emergency operations center.
- Coordinate and manage the development of the incident action plan, intelligence documents, situation reports, incident briefs and incident response activities.
- Gather weather forecast information, monitor forecasts and maintain surveillance on conditions to provide appropriate briefings and reports.
- When the Incident Management System and the Emergency Operations Center have not been activated, support incident response field operations by providing expertise and liaising with others as needed.
- Coordinate efforts with local, county and state emergency operations centers, offices of emergency management, universities, healthcare organizations and response agencies.
- Monitor pre-incident conditions as needed, develop pre-incident briefings and provide them to executive leadership, the incident commander and their staff.
- Request local and state support during an incident, hazard or emergency that affects USM.
- Provide training in the form of tabletop exercises, drills or exercises according to the AHP's vulnerability assessment matrices.
- Act as the USM liaison in the unified command system or state EOC based on the level of the incident or hazard.
- Act as the subject matter expert on campus EAPs, regulations and standards to support the incident commander or executive leadership.
- Prepare documentation and ensure situational awareness so the university as an organization is prepared for requests from local or state emergency operations centers.

Emergency Support Function #6:

Mass Care, Emergency Assistance, Housing, and Human Services

Primary Agency:

Housing and Residential Life

Support Agencies:

Student Affairs

Dean of Students Office

USM Public Safety/Police Department

Dining Services

Health & Counseling Services

Facilities Management

Public Information Officer (PIO)

Purpose

Coordinate resources to support shelter operations for individuals and households displaced by disasters. This should also include support to survivors sheltering in place and alternate care sites.

ESF Actions

- Ensure staffing and supplies are adequate for identified shelter operations, including resources to support individuals with access and functional needs.
- Maintain and update shelter listings internally and with coordination to local authorities.
- Provide the EOC with a listing of shelter status, occupancy levels, unmet needs, and shelter conditions a minimum of once per operational period.
- Coordinate to provide resources to support medical and mental health services at shelters, as needed.
- Provide systems and mechanisms to allow individuals that are separated to contact one another. Facilitate the reunification of children separated from their parent(s)/legal guardian(s), as well as adults separated from their families, due to disaster.
- Provide mass care services and tracking the movement of evacuees, their household pets, service animals, and medical equipment.
- Coordinate with animal support services/organizations for the rescue, transportation, shelter, reunification, care, and essential needs of household pets and service animals during response operations to ensure their safety and well-being.
- Provide communication assistance and language access to diverse populations impacted by disaster.
- Coordinate to identify long-term housing needs of impacted populations who cannot return to their normal living arrangements because of disaster damage and impacts.

Emergency Support Function #6:



Mass Care, Emergency Assistance, Housing, and Human Services

ESF Actions

- Maintain information and status on mass care, housing, and human services to EOC Operations.
- Assess need for ongoing reunification operations of affected displaced population across vast geography, reunification/identification of unclaimed fatalities, reunification of unaccompanied minors/adults with cognitive/intellectual disabilities, missing children/ adults with cognitive/intellectual disabilities.
- Transition individual cases to local agencies, when the situation becomes stable and communications are restored.
- Identify and resolve barriers to returning evacuees back to their communities.
- Identify mass care, housing, and human services hazards and vulnerabilities and collaborate to develop or recommend plans, protocols, procedures, and policies to prevent or mitigate their impact.

Emergency Support Function #7:

Logistics Management & Resource Support

Primary Agency:

Finance & Administration

Support Agencies:

Facilities Management

USM Public Safety/Police Department

Dining Services

Student Affairs

Public Information Officer (PIO)

Purpose

Procure goods and services in support of emergency operations, including expedited procurement processes and common cross-department purchases; coordinate methodologies used to track incident-related expenses.

ESF Actions

- Facilitate rapid sourcing and procurement of goods and services.
- Inventory supplies: Contract, preferred and approved supplies. This responsibility includes maintaining details about suppliers, general information about products and services, how to place order and existing pricing agreements.
- Help departments make purchases that may exceed normal short-term purchasing authority or payment ability. Methods include:
 - Emergency increases in credit card transaction limits
 - Rapidly issuing emergency purchase orders
 - Coordinating other payment methods through Finance Services
 - Coordinate common cross-department purchases to maximize purchasing efficiencies while minimizing waste and duplicate efforts.
 - Coordination of recorded finance and procurement expenses tracking.
- Record and track emergency-related procurement expenses.
- Manage and coordinate all incident or hazard grant funds or state and federal reimbursements.
- Manage and coordinate all accounts for purchases of incident- or hazard-related equipment or supplies.
- Coordinate movement of equipment and supplies.

Emergency Support Function #8:

Public Health and Medical Services

Primary Agency:

USM Health & Counseling Services

Support Agencies:

Local Fire/Rescue Agencies

Public Health Agencies

Student Affairs

Dean of Students Office

University Public Safety/Police Department

Facilities Management

Purpose

This ESF provides for health services, patient transfers, mental health and infectious disease treatment, and mass care service during incidents or emergencies such as feeding operations, bulk distribution of emergency items, collecting and managing information about victims and other medical services.

ESF Actions

- Provide patient care, including the triage, diagnosis, care and treatment of medical conditions.
- Manage communicable disease care, including:
 - Inpatient and outpatient primary care services
 - Providing disease-specific information and public education
 - Tracking cases of infected campus community partners
 - Coordinating, staffing and managing campus and employee vaccination operations
 - Coordinating with outside public health agencies and medical facilities
- Provide mental health care counseling and support services.
- Develop and manage incident response plans for mass casualty events, including medical services from outside agencies.
- Suspend routine, non-emergency services when needed to support emergency patient care.
- Send medical personnel, including physicians, nurses, nurse practitioners, physician assistants and administrative staff to support patient care operations.
- Support patient triage, treatment and medical tracking.
- Provide patient education services to support patients after treatment.
- Manage and coordinate resources when a healthcare system medical surge occurs.
- Maintain health and medical inventory and be prepared to receive, stage, store and distribute additional items received during an incident.

Emergency Support Function #8:



Public Health and Medical Services

University Healthcare Services

- Provide employee and student health screenings.
- Read TB skin tests.
- Convert or provide health cards.
- Provide blood pressure checks.
- Monitor and contact-trace campus exposures.
- Operate vaccination and educational clinics.
- Handle referrals.
- Manage and maintain the campus Health Services clinic.

Emergency Support Function #9:

Search and Rescue

Primary Agency:

USM Police Department/Public Safety

Support Agencies:

Local Fire/Rescue Agencies

Student Affairs

Dean of Students

Office Housing & Residential Life

Facilities Management

Purpose

The purpose of ESF 9 is to provide a framework for coordination and cooperation across state agencies and response partner organizations to support and assist local jurisdictions in technical and non-technical search and rescue operations before, during, and after a disaster or emergency when needs exceed available local resources or capabilities. Operations may include searches for missing persons, aircraft and/or marine vessels, extrication of victims from confined spaces, and immediate medical support of located victims.

ESF Actions

- Establish and maintain liaison with the Federal and border state SAR officials.
- Develop and maintain internal agency search and rescue plans, procedures, resource directories, and emergency contact lists to support activities.
- Maintain current inventories of search and rescue facilities, equipment, and material and supplies by agency and type to ensure a timely response.
- Maintain a system to recognize credentials of associated agencies/personnel.
- Assist local governments in training of personnel and rescue organizations for SAR operations.
- Provide information and status on SAR efforts to EOC Operations.
- Evaluate and respond to mission/task requests including providing available resources equipment and personnel for fulfilling ESF missions.
- Maintain situational awareness of resources committed to an incident.
- Coordinate available data on buildings, structures and other related risks associated with the incident involves structural issues .
- Coordinate air support assets to support search and rescue operations.
- Provide monitoring for contaminated areas and consult with appropriate support agencies to provide access and egress search and rescue control to contaminated areas.
- Coordinate with the Logistics Section for the location and use of storage sites as staging areas for the deployment of personnel, assets and materials (including food, equipment, medical supplies, etc.) into the affected area.
- Establish communications with appropriate field personnel to coordinate resources to support response efforts and gain situational awareness.
- Conduct ongoing assessments of search and rescue priorities and strategies to ensure adequate resources to support critical search and rescue operational needs with a priority on life safety.

Emergency Support Function #10:

Hazardous Materials

Primary Agency:

Local Fire/Rescue Agencies

Support Agencies:

Facilities Management

USM Police Department/Public Safety

UMS Safety Management Office (SMO)

Purpose

This ESF involves responding to, containing and controlling actual or potential spills or releases of hazardous materials, including chemical, biological and radiological materials. It also involves performing or coordinating cleanup services.

ESF Actions

- Provide personnel protective equipment (PPE) for incidents involving chemical, biological and radiological materials.
- Control and clean up incidents involving laboratory-scale spills or other small spills.
- When needed, coordinate cleanup or removal actions with outside agencies.
- Provide initial support services during a spill incident.
- Manage security for radiation medical equipment.
- Provide direction and expertise if patients experience radiation contamination or radioactive material is released.
- Provide gross, technical and emergency decontamination for patients, students and employees exposed to hazardous materials.
- Apply strong protective measures to secure areas that contain hazardous materials.

Emergency Support Function #11:

Energy.

Primary Agency:

Department of Facilities Management

Support Agencies:

Local Utilities

Local and State Emergency Management Agencies

USM Police Department/Public Safety

Finance & Administration

Purpose

Energy (ESF 11) provides a coordinated response in the restoration of energy services, supports emergency response and recovery efforts, and normalize community functions in a disaster area. Support includes, but is not limited to, assessing energy and non-energy utility system damages as well as supplies and requirements to restore such systems; obtaining information on deliverable fuels, supplies and infrastructure; assisting local governments and the State in assessing emergency power needs and priorities and providing emergency information, education and conservation guidance to the general public concerning energy and utility services.

ESF Actions

- Develop and maintain internal agency operational plans and procedures, resource directories, and emergency contact lists to support ESF activities.
- Maintain a system to recognize credentials of associated agencies/personnel.
- Maintain records reflecting local or mutual aid capabilities.
- Analyze affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- Provide information and status on utilities to EOC Operations.
- Coordinate with the electric and other utilities operating to ensure the integrity of power supply systems are maintained during emergency situations and any damages incurred are repaired and services restored in an efficient and expedient manner afterward.
- Monitor and coordinate the availability of electric utility generating capacity and reserves.
- Coordinate the repair of damage to infrastructure.
- Coordinate the transportation of generation and transportation fuels.
- Monitor and coordinate the restoration of electric and natural gas services for normal community functioning.
- Coordinate with utility representatives to determine emergency response and recovery needs.
- Identify emergency shelter power restoration status/needs and coordinate support agencies with assistance in providing resources for emergency power generation.
- Maintain information and status on the restoration of electric and natural gas services for normal community functioning to EOC Operations.
- Continue to monitor restoration operations until reliable services have been restored.
- Provide energy emergency information, education and conservation guidance to the public.
- Identify potential emergency energy issues and collaborate to develop or recommend hazard mitigation plans, protocols, procedures, projects and/ or policies to prevent or mitigate their effects.

Emergency Support Function #12:

Public Safety and Security.

Primary Agency:

USM Police Department/Public Safety

Support Agencies:

Local & State Law Enforcement Agencies
Facilities Management

Purpose

ESF-12 provides law enforcement and security-related services, including criminal investigations, searches for missing and lost people, traffic and crowd control and facilities security. In addition to controlling access to the campus or affected areas during an emergency or incident, this function involves security planning and technical security assistance.

ESF Actions

- Perform law enforcement activities including, but not limited to:
 - Enforcing law and order.
 - Preventing crime and stopping crimes in progress.
 - Conducting criminal investigations.
 - Investigating suspicious packages, occurrences, situations and threats that may represent a risk to the campus community.
 - Searching for lost and missing people or criminals.
 - Provide law enforcement mutual aid services to the university.
- In conjunction and coordination with the PIO, disseminate alerts, warnings and notifications, which includes authorizing and issuing crime-related messages.
- Provide security services and control access to:
 - Incident and event locations.
 - Emergency and critical campus facilities.
 - Shelter locations.
 - Campus supplies and resources.
 - Evacuated facilities.
 - Dignitaries and executives.
- Conduct facility searches and, during emergencies, secure and control access to affected areas during emergencies.
- Staff roadblocks, traffic control points and other sites, which includes directing and controlling evacuations.
- Provide law enforcement-related emergency communications, notifications and incident status reports.
- Conduct security and criminal-related surveillance, gather intelligence and prepare incident status reports.

Emergency Support Function #13:

External Affairs

Primary Agency:

Public Information Officer (PIO)

Support Agencies:

Enrollment Management & Marketing

Office of the President

UMS Public Affairs

Purpose

ESF-13 involves university communications and engagement with stakeholders, the community, public, elected officials, government agencies and media. This function is responsible for implementing the emergency communications plan, developing and distributing statements and community-wide messaging on university-owned platforms. It also communicates on behalf of academic, clinical and administrative units.

ESF Actions

- Strategic Communications
 - Develop university statements and other incident-related messages.
 - Develop pre-scripted emergency and incident-related messages.
 - Distribute non-emergency messages and statements via social media and websites.
 - Monitor social media and respond appropriately.
 - Post messages on official university social media accounts.
 - Coordinate and collaborate with college, clinical and administrative communications directors.
- Media Relations and News
 - Publicize non-emergency messages and statement and share with external new media.
 - Coordinate responses to media inquiries and act as university liaison to media.
 - Develop and distribute university statements, media advisories and press releases.
 - Host and manage press conferences and media facilities.
 - Maintain a current list of media contacts.
 - Provide emergency information to ensure public safety and health, through a variety of systems, before or while members of the public are visiting UAMS during incidents.
- Brand Communications
 - Provide photography coverage for internal and external users, including photography for media relations and news outlets.
 - Support incident-related web development.
 - Provide web development support.
- Legislative Affairs
 - Serve as university liaison to local, state and federal governments.
 - Manage university communications with local, state and federal officials and community leaders.
 - Coordinate campus visits by government officials and community leaders during events and incidents.

Emergency Support Function #14:

Personnel Management

Primary Agency:

Human Resources

Support Agencies:

Finance & Administration

Office of the President

Public Information Officer(PIO)

Purpose

ESF-14 redeploys and reassigns employees as needed during incidents and emergencies. This function includes handling requests for additional personnel and staffing to support operations by assigning and documenting operational assignments.

ESF Actions

- Reassign existing staff within the organization to respond as needed.
- Provide messages and policy changes as needed to respond to emergencies.
- Collect personnel information, including skills, certifications, training, experience and availability.
- Implement HR policies and systems to meet operational requirements and local laws.
- Manage and coordinate use of the Employee Assistance Program (EAP).
- Manage the continuity program, plans and procedures.
- Direct human resources management, including guidance on pay, leave, time off, scheduling, benefits, telework, hiring authority and any applicable flexibilities.