University of Maryland, Baltimore

Emergency Operations Plan

Version 2.1 – 2021

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Promulgation Letter

The University of Maryland, Baltimore is Maryland's public health, law, and human services university, dedicated to excellence in education, research, clinical care, and public service. The need to create and maintain a comprehensive emergency management program is essential to ensuring resilience of the academics, research, and services we provide. UMB supports emergency management and encourages the campus community to be prepared and uphold the University's core values of accountability, civility, collaboration, diversity, excellence, knowledge, and leadership even throughout the most difficult of times.

The University System of Maryland Board of Regents' VI – 13.00 - Policy on Campus Emergency Planning, Preparedness, and Response, requires UMB to develop and maintain a campus emergency management program to prepare its campus community in the event of an emergency or incident, mitigate measures to reduce loss of life and property, respond to and recover from emergencies, and maintain campus mission essential functions.

The UMB Office of Emergency Management is charged with developing, coordinating, and communicating emergency procedures, and is responsible for leading emergency management preparedness, response, recovery, and mitigation efforts across the campus community. The departments identified within the Emergency Operations Plan are expected to be committed to upholding their responsibilities by participating in planning, training, and exercises in order to ensure the readiness and resilience of UMB from threats and hazards. While no plan can eliminate all hazards and risks, effective plans that are implemented, by our knowledgeable and well-trained personnel, can reduce losses, injuries, and damage to the UMB campus and our community.

This plan serves as our institutional framework for managing, implementing, and coordinating large-scale emergencies when normal day-to-day procedures are insufficient for effective disaster response and when extraordinary emergency measures may need to be implemented quickly to reduce impacts to life, property, environment, and operations.

Bruce E. Jarrell

President

June 10, 2021

Date

Approval and Implementation
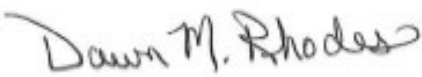
I am pleased to present the 2021 update to the UMB Emergency Operations Plan, a flexible all-hazards framework for emergency management. This plan serves as the foundation for how UMB will collaborate to prevent, respond to, and recover from hazards that impact the University. Regardless of the hazard, UMB has an obligation to take steps, in a unified fashion, to limit the consequences it may have on our students, staff, and faculty as well as guests and visitors.

This plan was designed with input and direction from the whole community of university stakeholders. The plan will continue to evolve as the University changes; it supersedes all other versions and accounts for the most current practices.

The Executive Director of Emergency Management is designated as the individual empowered to execute the emergency management program based upon guidance from national, state, and local directives, including the University System of Maryland, and has the authority to amend this plan.

This Emergency Operations Plan outlines the current framework for University-wide emergency management; however, it is only the foundation. School and department readiness, personal preparedness, regional partnerships, and ongoing planning, training, and exercising are the important and ongoing next steps. The Office of Emergency Management is ready to assist and support units in developing and executing emergency practices to meet the operational priorities and needs of the UMB community and strives to achieve organizational resiliency.

For any questions, comments, or concerns, please contact the UMB Office of Emergency Management at EmergencyManagement@umaryland.edu.

Dawn M. Rhodes   06/22/2021

Chief Business & Finance Officer and Vice President for Administration and Finance   Date

Jonathan Bratt   6/22/2021

Executive Director of Emergency Management   Date

Record of Change

The maintenance process describing the method and schedule for evaluation and revision of this plan is described in Chapter 7.

Version	Date of Change	Change Made By	Summary
1.0	2011	EMT sub-group	Original plan
2.0	2019	OEM with input from EMT members	Rewrite of Emergency Management Plan
2.1	2021	OEM with input from EMAG and EMT members	Maintenance tasks IAW Chapter 7

Record of Distribution

Following approval of each version listed in the Record of Change above, this plan will be emailed to members of the President's Emergency Management Advisory Group, Emergency Management Advisory Group, and Emergency Management Team. The plan will also be posted to www.umaryland.edu/emergency.

Entity	Method of Delivery	Version Provided	Date of Delivery
President's Emergency Management Advisory Group	Email	2.0	2019
Emergency Management Advisory Group	Email	2.0	2019
Emergency Management Team	Email	2.0	2019
Interested parties	Website	2.0	2019
Emergency Management Advisory Group	Email	2.1	6/2021
Emergency Management Team	Email	2.1	6/2021
Interested parties	Website	2.1	6/2021

Chapter 1: Introduction

The University of Maryland, Baltimore (UMB) is vulnerable to a variety of threats and hazards which have the potential to cause disruption to the educational programs, research, business operations, and essential functions performed by our students, faculty, and staff. To that end, it is vital that intentionally organized and collaborative efforts be carried out to ensure the safety and resilience of our community.

1.1 Purpose

(a) The purpose of this Base Emergency Operations Plan (EOP) is to provide an organized framework for planning and delivery of emergency management services to the UMB community in accordance with University System of Maryland (USM) Policy VI-13.00 Policy on Campus Emergency Planning, Preparedness, and Response.

(b) This Base EOP communicates the structure of the UMB emergency management program. It also exists in conjunction with other policies, plans, and procedures to address the full spectrum of emergency management, as illustrated in the figure below.

(c) The Base EOP and supporting annexes serve to comply with additional requirements to include USM Policy VIII-21.00 Policy on Crisis Management and Maryland Law for Public Institutions of Higher Education - Outbreak Response Plan (Olivia's Law).

Figure 1: Relationship between Policy, Strategic, and Operational Plans
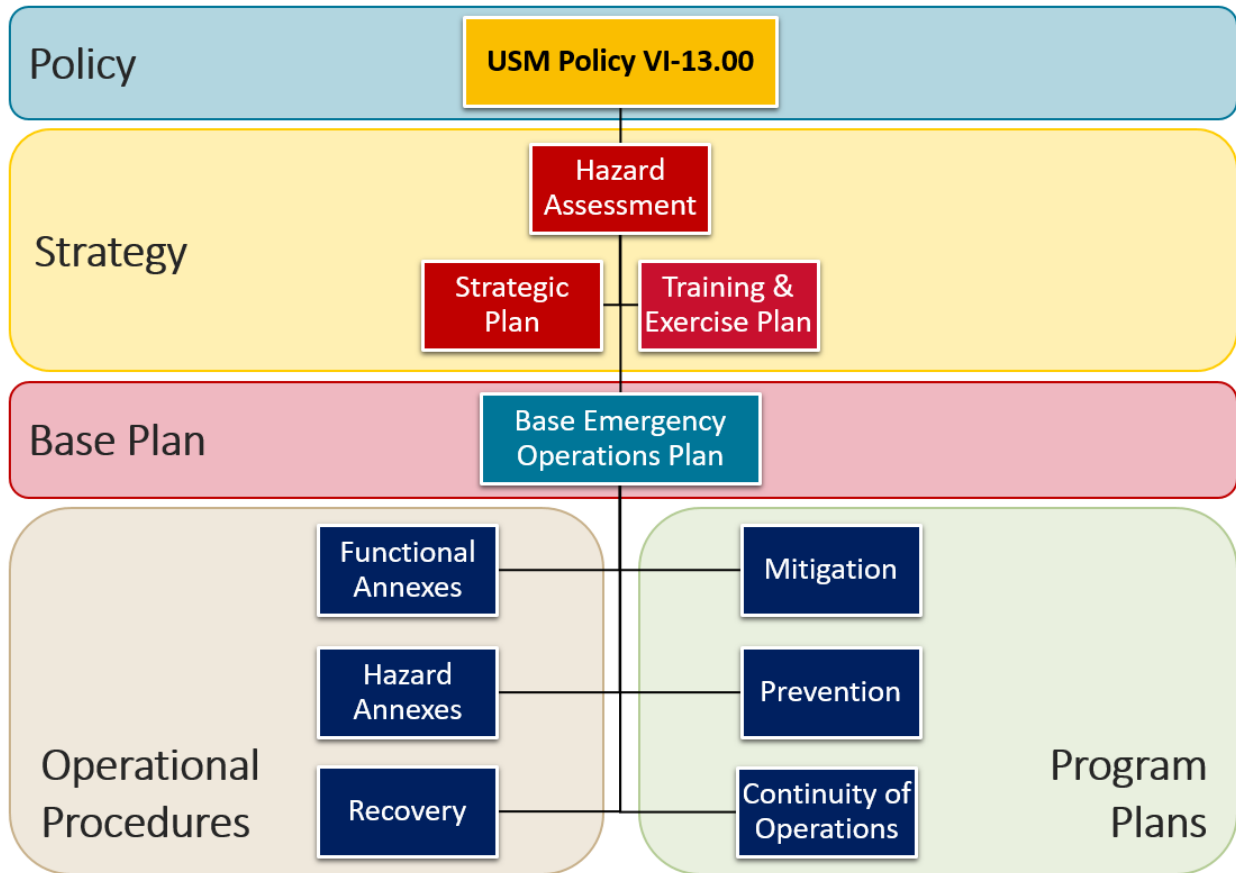
1.2 Scope

(a) This Base EOP provides the framework for a comprehensive emergency management program. It may be used when normal day-to-day procedures and resources are insufficient to manage the response and recovery from a hazard which poses an immediate risk or impact to the following:

- Life, safety, and health of UMB students, staff, and faculty engaged in institutional activities;
- Protection of UMB owned and controlled property;
- Protection of the environment at risk from an emergency impacting UMB;
- Continuity and restoration of essential utilities to UMB owned and controlled property;
- Continuity and restoration of UMB essential functions and programs;
- Continuity of the good institutional reputation of UMB; or
- Coordination among appropriate stakeholders, including with local community and state partners who request mutual aid assistance from UMB.
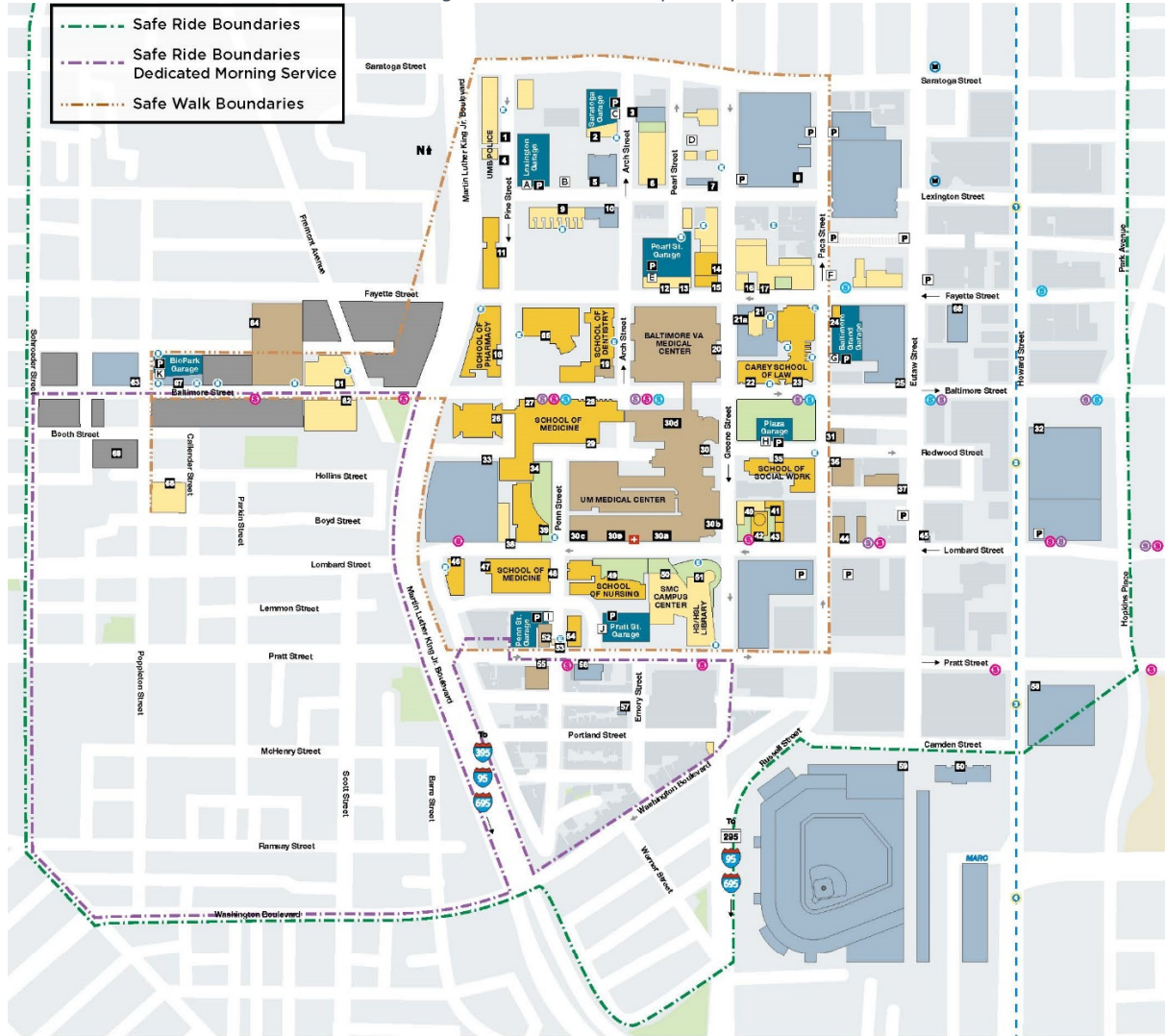
1.3 Situation

(a) The main campus is located in the urban environment of downtown Baltimore City, Maryland.

(b) UMB directly employs more than 7,000 individuals who serve over 7,000 students in six professional schools – dentistry, law, medicine, nursing, pharmacy, and social work, and an interdisciplinary graduate school.

(c) The main campus consists of 72 acres with 6.7 million gross square feet of space in 69 buildings.

(d) The University receives its power from Baltimore Gas & Electric (BG&E) through four dedicated 13.2Kv feeders from the Greene Street substation. Veolia provides heating service (steam).

(e) The University shares a campus with the University of Maryland Medical Center (UMMC), Shock Trauma Center (STC), the Baltimore Veterans Administration Medical Center (VAMC), and the Maryland Institute for Emergency Medical Services Systems (MIEMSS). Many of the critical infrastructure systems and key resources that support UMMC, STC, the Baltimore VAMC, and MIEMSS are closely connected with, shared, or provided by UMB.

(f) UMB provides a number of governmental functions acting under its capacity as a state agency including serving as the state's Poison Center and support to the state's Office of the Chief Medical Examiner.

(g) The Office of Emergency Management (OEM) leads coordination among UMB departments in planning, responding, and recovering from large-scale emergencies.

(h) Additional departments have capabilities that support emergency management functions. Specific emergency roles and responsibilities of UMB departments and affiliates are described within Appendix B of this EOP.

(i) Baltimore City retains responsibility for the following emergency services provided to UMB:

- Debris management and snow removal on city owned streets connecting UMB facilities
- Donations management
- Firefighting/Emergency Medical Services
- Concurrent law enforcement jurisdiction
- Search and rescue
- City-wide emergency management
- Water utility / Potable Water
- Fatality and mortuary services (supported by the State Medical Examiner's Office)

(j) The Maryland Emergency Management Agency coordinates assistance to state entities during an emergency.

(k) Federal entities, including the Federal Bureau of Investigation and Centers for Disease Control and Prevention, provide support for biological and radiological hazards.

1.4 Geographic Locations

(a) In addition to the main campus, UMB maintains satellite locations across Maryland and operations in locations outside the United States. A significant contingent of activities are conducted in sub-Saharan Africa.

Figure 2: UMB Main Campus Map

1.5 Hazard Analysis

(a) The University is vulnerable to natural, technological, and human-caused hazards that present risks to people, property, operations, and the environment. While each threat and hazard have unique characteristics (e.g., time of onset, duration), UMB seeks to have a consistent methodology in planning, response, and recovery known as an "all-hazards" approach.

(b) A Hazard Impact Risk Assessment and Consequence Analysis (HIRA/CA) was developed to understand the most probable and severe threats and hazards to UMB. The results of the HIRA/CA do not limit the scope of threats and hazards that UMB prepares for, but rather allows UMB to prioritize its readiness capabilities.

(c) The HIRA/CA will be reviewed annually to assess risks, and a full HIRA/CA will be conducted every three years, with the assessment starting prior to the three-year mark of the plan's promulgation date.

(d) A consequence analysis is maintained which describes the potential ramifications from hazards. This analysis aids in prioritizing prevention, mitigation, and continuity strategies.

(e) UMB employs prevention and mitigation strategies to avoid and reduce the impact to life, property, operations, and the environment, as described in the Prevention and Mitigation Program Plan. Implementation of these efforts are performed by departments described within that plan, to include the Energy and Infrastructure Committee which meets on a regular schedule to prioritize, track, and verify ongoing projects that are implemented to mitigate risk to the safety and resilience of campus.

1.6 Assumptions

(a) The scale to which UMB activates emergency plans and personnel may vary based upon the scope and duration of a threat or hazard.

(b) Efforts may be performed in accordance with this EOP that proactively posture UMB for *probable* impacts from threats or hazards (such as preparations for a hurricane) or for special events (such as graduation), but which ultimately may not cause impacts to the campus.

(c) When impacts occur, vital services such as education, patient care, research, and support services may be unavailable for an indeterminate time.

(d) An emergency may cause a reduced workforce.

(e) The University may need to activate its Continuity of Operations (COOP) Plan.

(f) Special accommodations may need to be provided in planning for students, staff, and faculty with access or functional needs and during response and recovery for those experiencing hardship as the result of a disaster.

(g) Critical infrastructure and facilities may be inoperable which will exacerbate recovery operations.

(h) UMB is eligible for public assistance federal grant funds as defined by the Robert T. Stafford Act including but not limited to:
- Repair, Restoration, and Replacement of Damaged Facilities (42 U.S.C. 5172)
- Debris Removal (42 U.S.C. 5173)
- Crisis Counseling Assistance and Training (42 U.S.C. 5183)

(i) UMB is a member of the Critical Infrastructure Sector as defined by Title 6 U.S. Code §601(3).

Chapter 2: Organization and Assignment of Responsibilities

This section outlines the organizational responsibilities for collaboratively developing the emergency management program. The figure below illustrates the relationships of the groups described within this chapter, and their role in preparedness (planning, mitigation, prevention, training, and exercises) and incident management (response and recovery).

Figure 3: Emergency Management Program Groups
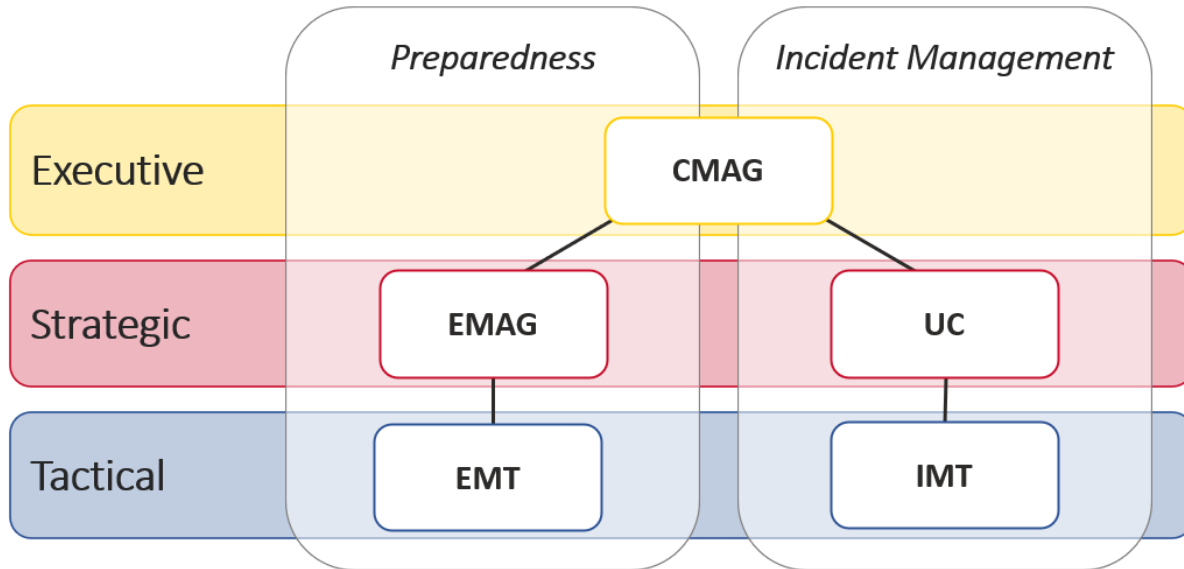
2.1 Crisis Management Advisory Group

(a) The President, as the chief executive officer for the university, retains final authority and responsibility for the protection of individuals, facilities, and infrastructure as well as business, academic, and research continuity. To aid in these responsibilities, the Crisis Management Advisory Group (CMAG) may activate during an emergency to receive information about the incident, to provide executive-level strategic input, to discuss long term recovery strategies, and prioritize corrective actions after an emergency has concluded.

(b) The CMAG is chaired by the President and includes:
- Provost
- Senior Vice President for External Relations and Special Assistant to the President
- Chief Business and Finance Officer and Vice President
- Chief Government Affairs Officer and Vice President
- Advisor to the President
- A representative of General Counsel

(c) At the request of the President, or a designee, the CMAG may additionally consist of:
- Dean(s)
- Chief Information Officer and Vice President
- Executive Director of the Office of Emergency Management
- Chief of Police
- Director of Environmental Health and Safety

- Executive Director of Media Relations or other OCPA personnel
- Director of Leadership Communications
- Executive Director of the Office of Community Engagement
- Others, as needed

(d) During an activation, OEM will ensure the President or designee is briefed on the following matters:
- Incident response and recovery objectives and priorities
- Safety and health considerations
- Environmental impacts
- Legal, policy, political, and reputational issues
- Disruptions to public utilities serving UMB
- Disruptions to UMB owned property, information technology, and performance of operations and essential functions
- Cost considerations and needs

2.2 Emergency Management Advisory Group

(a) The Emergency Management Advisory Group (EMAG) meets quarterly to provide coordinated input, review the program, incidents, develop strategy, prioritize actions, and provide policy and administrative guidance.

(b) EMAG serves as the universities steering committee for mitigation and prevention initiatives.

(c) EMAG supports program development, coordination, and improvement. The EMAG does not activate to support response and recovery.

(d) EMAG is chaired by the Chief Business & Finance Officer and Vice President of Administration and Finance, and includes the Executive Director of Emergency Management, Chief of Police, Associate Vice President of Facilities and Operations, Director of Environmental Health and Safety, and others as needed.

2.3 Emergency Management Team

(a) The Emergency Management Team (EMT) meets quarterly to provide coordinated input regarding the preparation, implementation, evaluation, and revision of the emergency management program. This input includes, but is not limited to, reviewing and updating the EOP and other campus emergency plans, training and exercise needs, as well as emerging hazard and threat trends.

(b) The EMT is chaired by the Executive Director of Emergency Management and is representative of mission critical departments and schools across campus. A list of organizations on the EMT is provided in Appendix B.

(c) For the purposes of delineating functions within this EOP, each organization on the EMT is designated as either a member of the Coordinators of Operational Response/Recovery for Emergencies (CORE) Team, an Agency Representative, or a Subject Expert, based on their roles and responsibilities documented in this EOP.

(d) Each organization on the EMT identifies at least three individuals to participate on the EMT who will serve in primary, backup, and tertiary roles. It is necessary that during an emergency, these individuals be empowered with the authority to make decisions, commit resources, and speak on behalf of their respected organization.

(e) Each organization on the EMT is expected to provide a representative to the Emergency Operations Center (EOC) at the request of the UC. This representative may be in-person or virtual at the discretion of the UC.

2.4 Coordinators of Operational Response/Recovery for Emergencies Team

(a) The CORE Team is composed of departments that perform operational response and recovery functions.

(b) Specific areas of responsibility are detailed below:

Table 1: CORE Team Areas of Responsibilities

Department	Areas of Responsibility
Center for Information Technology Services	• Leads emergency communications (IT communications infrastructure, hardware, and IT security) maintenance and disaster recovery
Communications and Public Affairs	• Creates and disseminates emergency public information • Leads crisis communications process
Design and Construction	• Supports damage assessment • Provides engineering expertise support
Environmental Health and Safety	• Coordinates public health and medical services • Manages hazardous materials spill response and recovery • Manages risk management through insurance, workman's compensation, and compliance with Occupational Safety and Health Administration (OSHA) standards • Manages fire protection program and advise on life-safety • Coordinates university services to account for public health • Coordinates with private sector for recovery support • Coordinates assessment to determine if facilities are safe for occupancy
Environmental Services	• Leads and performs debris management, removal, and remediation support inside of UMB facilities • Performs grounds keeping of UMB agriculture and natural resources to include snow and debris removal
Facilities Maintenance and Operations	• Mitigates hazards to and restores operations of critical infrastructure and key resources • Maintains and restores energy and utility services (water, electric, steam, HVAC systems) • Provide resource management and logistics for emergency repair • Initiates damage assessment coordinates with Design & Construction on structural repairs and engineering services • Coordinates private sector support (public works and engineering)

Department	Areas of Responsibility

Finance and Auxiliary Services	• Performs administration and finance to include:
	    ○ Budget and Financial Management
	    ○ Purchasing of Goods and Services
	    ○ Financial System Support
	    ○ Compliance Oversight

Human Resources	• Manages Human Resource network • Issues guidance on employee matters and maintains human resource information such as benefits, leave, and payroll
Office of Emergency Management	• Facilitates information collection, analysis, and dissemination sharing across the organization (horizontal and vertical) • Manages emergencies through command and control; Changes EOC activation level, and assembles the CORE team as EOC staff • Maintains situational awareness and common operating picture • Leads direction, control, and coordination • Performs information collection, analysis, and dissemination
Parking and Transportation	• Manages resources including the UMB shuttle and parking attendant contracts • Maintains accessibility to parking garages and communication with parking garage staff • Performs debris removal (i.e. snow) around parking garages
Students Affairs	• Provides temporary shelter, food, and commodities distribution to displaced individuals in the Campus Center • Coordinates with Housing, Student Counseling, URecFit, and Campus Center to include the management of volunteers
University Police	• Leads law enforcement on campus in concurrent jurisdiction with Baltimore City Police • Serves as the institution's Warning Point and coordinates emergency notifications and alerts (e.g. protective action, evacuation, and shelter in place) • Coordinates emergency public information through the Police/OEM Public Information Officer • Detects, monitors, prevents, and protects against human-caused threats via law enforcement and intelligence networks • Provides Security and access control • Requests mutual aid from Baltimore City

2.5 Agency Representatives

(a)   Agency Representatives are schools, independent entities, and external agencies that have responsibilities for coordinating among their sub-units. An Agency Representative will only be activated when their entity is impacted by the hazard or their support is needed for response and recovery. When activated, they communicate and coordinate information, requests, and needs between their agency and the Incident Management Team (IMT).

2.6 Subject Experts

(a)   Subject Experts provide expertise and guidance on an as-needed basis to the IMT during an emergency.

2.7 Unified Command (UC) and Incident Management Team

(a)   A UC will be assembled for each incident. A UC allows entities with different functional authorities and responsibilities to establish a single command structure.

(b)   The UC will include the lead CORE Team department(s), agency representative(s), and OEM. The table below identifies circumstances when a CORE Team department would be a member of the UC.

Table 2: Lead Department Circumstances

Department	UC Member when the primary hazard/impact involves
Communications and Information Technology Services	IT networks, infrastructure, or security
Environmental Health and Safety	Health of the UMB community and fires
Facilities Maintenance and Operations	UMB facilities or supporting utilities
Parking and Transportation	UMB garages or transportation systems
Police Department	A crime
Student Affairs	Student housing or student health

(c)   The UC will determine objectives for managing the incident and which additional resources need to be activated to form the full IMT. The specific CORE Team departments, Agency Representatives, and Subject Experts activated will be based on the needs identified through the rapid assessment. The departments and schools on the IMT will reflect only those who are actively managing response and recovery efforts, and therefore participation may vary as needs and circumstances change throughout an incident.

(d)   The primary functions of the IMT are to share information, coordinate plans, determine current and future needs, and ensure the delivery of operational functions to implement response and recovery.

(e)   The UC is responsible for interfacing with CMAG to include situational awareness, campus closure, and any other executive level decision making required to respond to or recover from an incident.

2.8 Integration of Outside Agencies and Unified Command

(a)   When an outside agency has substantial resources or personnel committed to aiding UMB during response or recovery a representative of that agency may be included as part of the UC, abiding by the organizational structure prescribed in the National Incident Management System (NIMS). Appropriate CORE departments will integrate into the Incident Command Structure (ICS) that may be established for on-scene incidents.

Chapter 3: Concept of Operations

The following chapter describes the concept of operations for the notification, activation, and operations necessary to manage an emergency. The escalation and de-escalation process for an emergency will vary based on the extent and duration of the impacts and is illustrated in the figure below.

Figure 4: Progression of Activation Levels
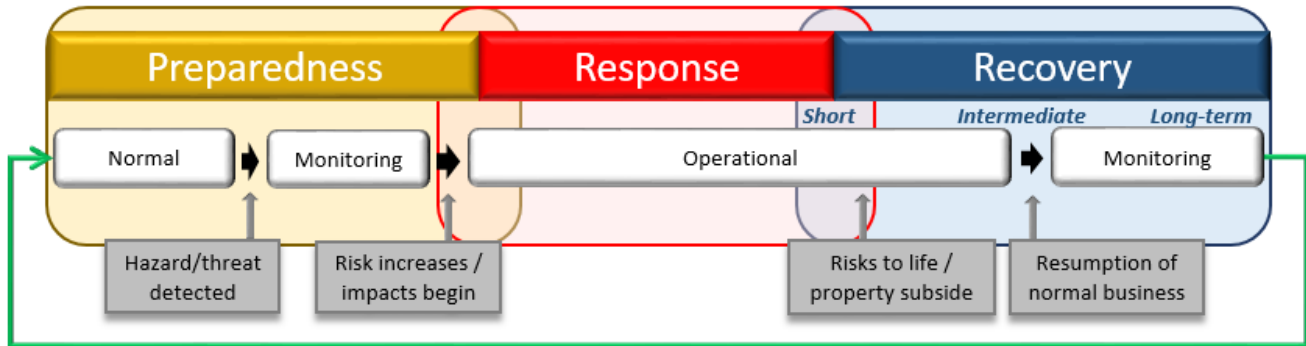
3.1 Notification

(a) The UMB Police Communications Center (PCC) is the focal point for monitoring life safety and security systems, and has primary responsibility for receiving and providing initial notifications of an emergency to UMB emergency personnel and the Baltimore City 911 Center.

(b) The PCC is expected to notify the OEM Emergency Manager On-Call when a significant emergency or dangerous situation is reported and one or more of the following apply:

  - An immediate threat to the health or safety of students, staff, or faculty exists;
  - The reputation of the institution may be at risk; or
  - The UMB and/or external community may benefit from follow-up and reassurance information.

(c) The lead department EMT member is expected to notify the OEM Emergency Manager On-Call when day-to-day procedures and resources are insufficient to manage the potential or actual impacts of a hazard on the following:

  - Life, safety, and health of UMB students, staff, and faculty engaged in institutional activities;
  - Protection of UMB owned and controlled property;
  - Protection of the environment at risk from an emergency impacting UMB;
  - Continuity and restoration of essential utilities to UMB owned and controlled property;
  - Continuity and restoration of UMB essential functions and programs;
  - Continuity of the good institutional reputation of UMB; or
  - Coordination among appropriate stakeholders, including with local community and state partners who request mutual aid assistance from UMB.

(d) OEM will facilitate a rapid assessment to gather and share information about the hazard, risks, and impacts. An action plan will be developed, which may include sending additional information to the UMB community. OEM will notify and keep CMAG informed, in accordance with the OEM "Planning P" procedure illustrated in Figure 5.

3.2 Alert and Warning

(a) The Emergency Communications Annex outlines the roles, responsibilities, and methods for providing timely and accurate information to the UMB community, media, and public during an emergency or crisis.

(b) UMB relies primarily upon the UMB Alert system to disseminate alerts and warnings.

(c) The UMB Chief of Police and the Executive Director of the Office of Emergency Management are UMB's Responsible Authorities tasked with confirming the existence of a significant emergency or dangerous situation impacting the UMB community and initiating an Emergency Notification. The Chief or Executive Director may delegate this authority to on-call personnel in order to limit the time necessary to send Emergency Notifications.

(d) The UMB Chief of Police, or a designee, will serve as the sole Responsible Authority for Emergency Notifications in instances involving criminal or suspected criminal activity.

3.3 Incident Planning and Management Process

(a) The Emergency Manager On-Call is the designated point of contact to serve as the coordinator for incident management system implementation, which uses the following characteristics:

- Modular Organization: The organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are used (and demobilized) in an effort to maximize productivity and minimize cost and duplication of effort.
- Span of Control: One individual in an incident management supervisory capacity oversees between three and seven personnel to provide for adequate control, communication, and resource management.
- Incident Action Planning: Verbal or written plan for achieving incident objectives, provide a common operating picture, manage resources, and ensure integrated communications.

(b) When notified, the Emergency Manager On-Call initiates the "Planning P" incident planning and management process to implement all emergency, recovery, and continuity plans.

(c) The Planning P is a consistent and scalable process for all incidents. Its steps allow for gathering information, making decisions, keeping stakeholders informed, planning, and coordinating response and recovery.

(d) Departments and schools maintain a procedure of their actions to perform during each step of the Planning P.

Figure 5: Planning P Process
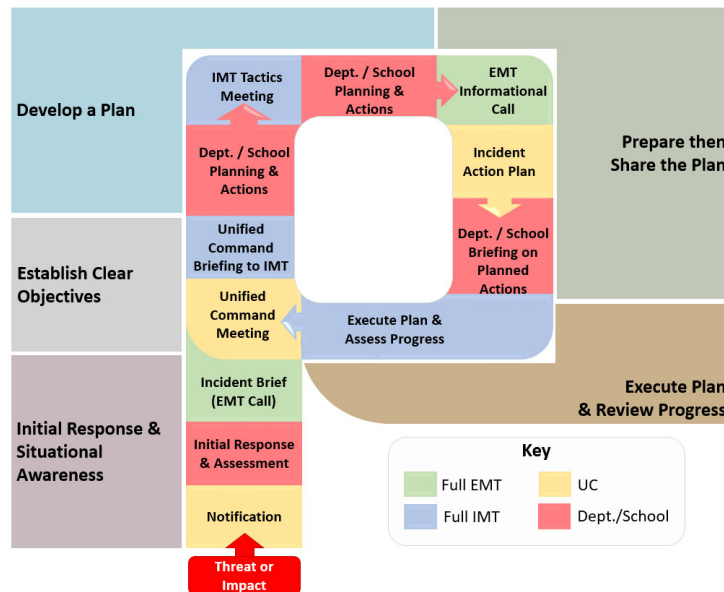
(e) The Emergency Manager On-Call will facilitate formation of a UC, and the UC will determine the additional departments, schools, and SMEs needed to form the full IMT. When appropriate for the incident, the Emergency Manager On-Call may assume, assign, or activate the following roles:

Table 3: Incident Management Roles

Functional Roles	Responsibilities
IMT Leader	• Facilitates coordination among the IMT. • Usually assumed by the Emergency Manager On-Call, but may be assigned to another IMT member
EOC Manager	• Establishes a physical or virtual environment to aid and support the IMT perform their response and recovery functions
Safety Officer	• Identifies hazardous situations and ensures safety briefings are made
Liaison Officer	• Serves as point of contact for Agency Representatives and external entities
PIO	• Provides and communicates information to public and media • Coordinates public information with other response agencies
Finance Section	• Manages all financial and administrative aspects of an incident
Logistics Section	• Obtains necessary supplies and material
Operations Section	• Manages tactical operations of the incident
Planning Section	• Collects, documents, and manages all incident-relevant data

3.4 IMT Activation Levels

(a) Activation will be proportionate with the scope of the incident and the needs to perform operational functions.

(b) The UC/IMT may assemble at the scene of the incident, in the EOC, or virtually.

Table 4: Activation Levels

	Staffing	Threat/Impact
Operational	Appropriate IMT participation to manage the response and recovery	Occurring or Occurred
Monitoring	IMT performs situational awareness and just-in-time preparedness actions	Elevated
Normal	Routine business	Minimal

3.5 Emergency Operations Center

(a) When the activation level is raised to Monitoring or Operational, the EOC may be opened to allow the IMT to most efficiently coordinate and communicate while managing the incident.

(b) From the EOC, the IMT can centrally manage coordination, communication, and information sharing. Given the scope of the emergency, a virtual EOC may be activated for remote coordination. UMB EOC locations are identified in the table below:

Table 5: EOC Locations

Designation	Location
Primary	222 Pine Street, EOC Room 106
Alternate	622 West Fayette St, Room 209
Virtual	*Dispersed*

3.6 Continuity of Operations

(a) The UMB COOP Program Plan provides the framework for continuity planning by UMB schools and departments.

(b) When an incident requires activation of a continuity plan, the EMT member from that school or department will inform OEM and communicate needs to ensure continuity of essential functions of the department or school.

3.7 Recovery

(a) As soon as it is safe to do so, an assessment will begin to determine the impacts and damage caused by the emergency with a priority on continuing and resuming essential functions and returning to business as normal.

(b) Short- and long-term recovery will be implemented in accordance with the Recovery Plan.

Chapter 4: Information Collection, Analysis, and Dissemination

4.1 Information Collection and Situational Analysis

(a) The IMT will gather, analyze, and share information.

(b) The following chart outlines tools to obtain information and support accurate decision making by the IMT.

Table 6: Situational Awareness Tools

Tool	Usage
Maryland Joint Operations Center	UMB receives pertinent updates on intelligence and information from Maryland's central alert and warning center.
MView	Regional CCTV camera feeds that provide visual information.
NOAA Distro List	General and emergent weather condition updates.
NWS Chat	Real-time communication with local National Weather Service (NWS) office.
Weather Sentry	Provides weather analytics to support local weather planning. UMB receives weekly updates about weather.

4.2 Communications

(a) A description of tools that may be used to communicate information among the IMT and with the UMB community are listed in the table below:

Table 7: Communication Tools

Communication Tool	Usage
UMB Alerts	Provides emergency notification.
Social Media	The University's social media platforms are used to share pertinent updates.
Emergency Website	https://www.umaryland.edu/emergency
Campus Emergency Information Line	Recorded line (410-706-8622) with the campus operating status and inclement weather announcements.
Building Public Address system	Through the fire alarm panel, PCC, and Fire Marshal, indoor announcements can be made to building occupants.
UHF and Handheld Radios	Direct person-to-person communication.

4.3 Emergency Communications

The Emergency Communications Annex of this EOP documents how timely and accurate information is provided to the university community, media, and the public before, during, and after an emergency. It identifies clear roles, responsibilities, communications channels, and organizational structures that enable UMB to provide the right message to the right people at the right time.

Chapter 5: Training and Exercises

UMB has an exercise, evaluation, and corrective action process that ensures readiness of personnel and appropriate periodic validation of plans, policies, procedures, equipment, and facilities identified to support the emergency management capabilities.

5.1 Building Readiness

(a) Those who have roles and responsibilities assigned in the UMB EOP are expected to actively engage in training and exercise opportunities.

(b) The trainings and exercises offered annually are described in the Multi-Year Training and Exercise Plan (MYTEP) which may be available upon request by emailing EmergencyManagement@umaryland.edu.

(c) UMB has adopted a progressive approach to trainings and exercises that allows participants to build knowledge and skills, and then validate plans and resources as illustrated in the graphic below.

Figure 6: Progressive Approach
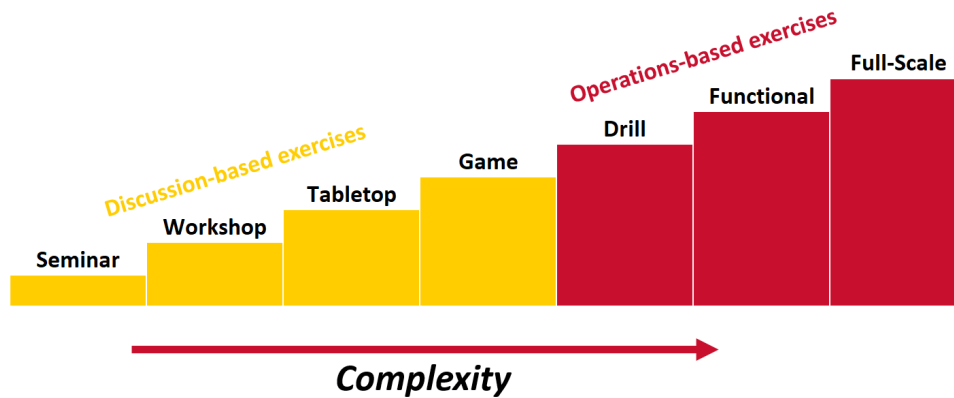
5.2 Evaluation

(a) OEM solicits feedback after emergency management trainings to improve future content and delivery.

(b) The MYTEP prescribes the process used to develop an After Action Report (AAR).

5.3 Corrective Actions and Sustainment Program

(a) OEM consolidates, prioritizes, and tracks the resolution of corrective actions as documented in AARs.

(b) Identified corrective actions and improvements will be reviewed regularly at EMT and EMAG meetings.

5.4 Public Education

(a) OEM, OCPA, and the Police/OEM PIO work together to provide educational information using a variety of mediums, including social media platforms, digital signage boards, and educational handouts about various hazards to the campus community. The goal of outreach and education is to build a prepared and resilient culture.

(b) The Police/OEM PIO and Training and Exercise Manager are the trained spokespersons designated to deliver the programs message, as appropriate to hazards and audience.

Chapter 6: Administration, Finance, and Logistics

The University adheres to all established USM policies and establishes UMB-specific guidance. For policies established at the USM level where a UMB policy does not exist, the University will defer to the USM policy for official guidance.

UMB has several university-specific emergency-related administrative and financial procedures relating to campus closure, class cancellation, leave, essential employees, and emergency purchasing and procurement. These policies define the parameters for administrative, financial, and human resource operations.

6.1 Administration

(a) USM Policy on Emergency Conditions: Cancellation of Classes and Release of Employees – This policy directs UMB to implement its own policy for cancellation of classes and defines "emergency conditions." Emergency conditions are defined as: "Those conditions which are determined by each campus CEO or designee to be serious enough to warrant the cancellation of classes or release of employees. Such conditions may arise because of inclement weather, fire, power failure, civil disorders, or other unusual circumstances which may endanger students and/or employees."

(b) UMB Policy on Emergency Conditions: Cancellation of Classes and Release of Employees – This policy governs the authority and criteria to close the entire or partial areas of campus based on emergency conditions and offers guidance for human resource management. This policy also outlines and defines the following concepts:
- Essential Employees
- Liberal Leave
- Emergency Closure
- UMB Campus

6.2 Finance

(a) To the extent possible, normal financial record keeping and procurement tools will be used during an emergency. Finance and Auxiliary Services provides guidelines for requesting, receiving, managing, and applying funds in an emergency to assist in the delivery of functions necessary for response and recovery activities.

(b) *The Campus & Contractor Purchasing Guide* outlines emergency procurement as such:
- Emergency Procurement – "When an emergency condition exists that prevents use of formal competitive procurement method in awarding or modifying a contract that is essential to the University, the procurement may be conducted on an emergency basis. An emergency condition justifies the use of an emergency procurement when that condition threatens one or more of the following:
  - The health or safety of any person(s) or animal(s);
  - The preservation or protection of property; and
  - The continuance of necessary University functions.

(c) When an emergency procurement is necessary, the UC will consult with the Chief Business & Financial Officer and Vice President for Administration and Finance.

(d) Reasonable efforts will be made to document emergency expenses to apply for appropriate reimbursement from state and federal sources.

6.3 Logistics

(a) Common resource requirements may be related to emergency relief supplies, facility space, equipment, contracting services, specialized equipment, and subject matter experts.

(b) UMB strives to collaboratively identify, locate, acquire, store, maintain, test, distribute, and account for resources as an ongoing preparedness initiative across the whole campus community.

(c) The resource requirements to support may include additional personnel, equipment, supplies, or facilities in support of an emergency. When a resource is required it will be requested using one of three methods – normal ordering, mutual aid, or state assistance.

- Normal Ordering: The process when a department or school uses established UMB procedures to request, order, and obtain resources through existing channels, established contracts, and agreements. Finance and Auxiliary Services will receive the resource ordering request, then initiate the ordering process. Once the resource is obtained, the ordering department or school is responsible for maintaining accountability in tracking the resource.
- Mutual Aid and Memorandums of Understanding: The University may enter into a reciprocal agreement with another jurisdiction in order to receive aid and lend (reciprocal) assistance across jurisdictional boundaries. These agreements will specifically seek to address resource needs and shortfalls.
- State Assistance: When resources cannot be obtained in a timely manner through the normal ordering process, the IMT will make a formal request to the Maryland Emergency Management Agency.

Chapter 7: Plan Development and Maintenance

7.1 Plan Development

(a) This Base EOP was developed to comply with the requirements of USM Policy on Campus Emergency, Planning, Preparedness, and Response and the Emergency Management Accreditation Program Standard.

(b) These stakeholders provided substantial input and recommendations during development of this plan in 2019:

Dr. Patty Alvarez, *Assistant Vice President, Student Affairs*

Scott Bitner, *Senior Associate Vice President and Deputy Chief Financial Officer*

Wanda Binns, *Manager, Employee Assistance Program*

Anna Borgerding, *Associate Director, Campus Life*

Jonathan Bratt, *Executive Director, Office of Emergency Management*

Brian Coats, *Assistant Vice President, Technology Operations & Planning*

Bill Crockett, *Executive Director, Campus Life Services*

Dr. Steve Deck, *Director, Environmental Health and Safety*

Dawn Hull, *Program Manager, School of Medicine*

John Jensen, *Assistant Vice President, Central Administration Support Services*

Matthew Lasecki, *Associate Vice President, Human Resource Services*

Alex Likowski, *Director, Media Relations*

Zia Mafaher, *Assistant Vice President, Networks and Communication Systems*

Hayley Markman, *Continuity Program Manager, Office of Emergency Management*

John McNair, *Vet. Resources Research Facility Manager, School of Medicine*

Denise Meyer, *Director, Environmental Services*

Robert Milner, *Director, Parking and Transportation Services*

Carin Morrell, *Public Information Officer, UMB Police Department*

Terry Morse, *Executive Director, Design and Construction*

Shawnta Privette, *Police Communications Supervisor, UMB Police Department*

Laura Kozak, *Associate Vice President, Office of Communications and Public Affairs*

Robert Riesner, *Director, Facilities Maintenance and Operations*

Emily Runser, *Compensation Manager, Human Resource Services*

Brian Simmons, *Assistant Director, Parking and Transportation Services*

Dennis Smith, *Lieutenant, University of Maryland, Baltimore Police Department*

Mark Snella, *Senior Counselor, Employee Assistance Program*

Christopher Stanton, *Deputy Director, Office of Emergency Management*

Raymond Taylor, *Senior Staffing and Career Specialist, Human Resource Services*

(a)   The following stakeholders reviewed this plan as part of the 2021 annual review:

Kent Buckingham, *Executive Director, School of Dentistry*

Jonathan Bratt, *Executive Director, Office of Emergency Management*

Jim Chang, *Director of Safety, University of Maryland Medical Center*

Brian Coats, *Assistant Vice President, Technology Operations & Planning*

William Coopers, *Senior Associate Dean, School of Pharmacy*

Bill Crockett, *Executive Director, UMB Student Affairs*

Chris Evans, *Manager, School of Nursing*

Bill Gardiner, <u>*Associate Dean,*</u> *School of Nursing*

Brittany James, *Downtown Baltimore Childcare Center*

Denise Meyer, *Director, Environmental Services*

Carin Morrell, *Public Information Officer, UMB Police Department*

Terry Morse, *Executive Director, Design and Construction*

Shawnta Privette, *Police Communications Supervisor, UMB Police Department*

Emily Runser, *Compensation Manager, Human Resource Services*

Andrew Roberts, *Fire Marshal, Environmental Health and Safety*

Arthur Rose, *University Counsel*

Christopher Stanton, *Deputy Director, Office of Emergency Management*

Megan Woolley, *Administrative Assistant, School of Nursing*

7.2 Planning Process

(a) The following figure illustrates the formal process to develop all emergency operations, recovery, and continuity plans in order to ensure the consideration of appropriate hazards, inclusion of appropriate stakeholders, and consistent quality in plan development.

Figure 7: Planning Process

Understand Risk & Needs

1. Needs & Expectations
Output: Documented requirements & expectations

2. Conduct Research
Output: Document information for later reference

3. Review Risk
Output: Assessment of consequences this plan may prevent, mitigate, or prepare for.

4. First Pulse Check
Output: Delivery of the Pulse Check

5. Form Planning Teams
Output: People identified for the planning teams

6. Work Team Kickoff
Output: Kickoff, Project Plan, Insight Team kickoff preparation

7. Insight Team Kickoff
Output: Buy-in and input *to help* with Steps 8, 9, 10

Determine Context

8. Define Purpose
Output: Written purpose statement for the plan

9. Define Scope
Output: Written scope statement for the plan

10. Develop Objectives
Output: Written objectives and the situation and assumptions

11. Insight Team Workshop
Output: Confirms Purpose, Scope, Objectives; provides ground to develop CONOPS

12. Second Pulse Check
Output: Delivery of the Pulse Check

13. Info Requirements
Output: List of questions and data points to gather

14. Stakeholders Briefing
Output: Stakeholders Briefed

Develop Substance

15. Interviews
Output: Information collected in order to write a CONOPS and then roles and responsibilities

16. CONOPS
Output: Draft CONOPS and/or functional activities

17. Decision Making
Output: CONOPS

18. Roles & Responsibilities
Output: Documented roles and responsibilities

19. Administrative Sections
Output: Documented administration elements

20. Third Pulse Check
Output: Delivery of the Pulse Check

21. Write the Plan
Outcome: Consolidated draft plan

Finalize & Validate

22. Polish the Plan
Outcome: Polished plan ready for Insight Team review

23. Review & Approval
Output: Insight Team input and approval of the plan.

24. Plan Approval
Output: Executive Director, OEM approves plan for dissemination.

25. Disseminate Plan
Output: Plan is considered to be in effect.

26. Train on the Plan
Output: Development and delivery of appropriate training.

27. Validate the Plan
Output: Exercise held and areas for improvement identified.

28. Plan Maintenance
Outcome: UMB sustains capabilities to perform the plan

7.3 Evaluation

(a) This plan will be tested periodically, in accordance with the MYTEP.

(b) At the conclusion of any exercise or Operational-level activation in which this plan was utilized, OEM will develop and implement an AAR that includes a sustainment and improvement plan based on the lessons learned and best practices identified during the activation. The development of each AAR includes input from those EMT members who were involved in the exercise or incident.

(c) Base EOP revisions may occur earlier than the normal review cycle if significant changes occur in functional capabilities that impact organizational roles and responsibilities, or from lessons identified through the AAR process.

(d) Out of cycle updates will be made with input from the EMT and implemented with the approval of the Executive Director of Emergency Management.

7.4 Maintenance

(a) The EMT is the stakeholder group that assists OEM in preparing, implementing, evaluating, and revising the Base EOP, annexes, and supporting procedures.

(b) The Multi-Year Emergency Management Strategic Plan establishes the schedule for developing the functional and hazard annexes, standard operating procedures, and periodic EOP review and updates.

(c) The EOP will be reviewed for updates on a two-year cycle, with the schedule for evaluation, maintenance, and revision starting prior to the two-year mark of the plan's promulgation date.

(d) OEM will document all new releases of the Base EOP, appendices, and annexes in the Record of Changes, and ensure the members of the EMT are made aware of and provided access to the most current version of the plan.

(e) When revisions to the EOP are made, a summary document will be provided to members of the EMT clarifying the revisions.

Chapter 8: Authorities and References

8.1 Authorities

(a) Homeland Security Presidential Directive 5 Managing Domestic Incidents. (2003)

(b) Presidential Policy Directive 8: National Preparedness. (2011)

(c) Maryland Code Public Safety Title 14 – Emergency Management Subtitle 1 - Maryland Emergency Management Act. (2010)

(d) University System of Maryland Board of Regents: VI – 13.00 Policy on Campus Emergency Planning, Preparedness, and Response. (2017)

(e) University System of Maryland Board of Regents: VIII – 21.00 Policy on Crisis Management. (2019)

8.2 References

(a) Federal Emergency Management Agency: National Incident Management System. (2017)

(b) Federal Emergency Management Agency: National Response Framework. (2016)

(c) Federal Emergency Management Agency: Developing and Maintaining Emergency Operations Plans. Comprehensive Planning Guide 101. (2010)

(d) Department of Education: Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education. (2013)

(e) Department of Homeland Security: Homeland Security Exercise and Evaluation Program. (2013)

(f) Federal Emergency Management Agency: Community Lifelines Implementation Toolkit. (2019)

(g) Emergency Management Accreditation Program: Emergency Management Standards. (2019)

(h) Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990, 20 U.S.C. §1092(f) (2018).

(i) Maryland Emergency Management Agency: State of Maryland Consequence Management Operations Plan (2019)

(j) University of Maryland, Baltimore: VI – 12.00 (A) – UMB Policy on Emergency Conditions: Cancellation of Classes and Release of Employees. (2020)

(k) University of Maryland, Baltimore: Campus & Contractor Purchasing Guide. (2016)

Appendix A: Designation of Authority

Dear Colleagues,

I present the following designation of authority, in accordance with the University System of Maryland bylaws, policies, and procedures Section VI – 13.00 – Policy on Campus Emergency Planning, Preparedness, and Response.

The Chief Business and Finance Officer and Vice President shall oversee campus emergency planning, prevention, preparedness, response, recovery, continuity of operations, safety, and security.

The Executive Director of the Office of Emergency Management is empowered with the authority to execute the campus emergency management program, and through that office administer emergency planning, preparedness, response, recovery, and continuity of operations.

The Executive Director will coordinate with the Chief of Police to ensure execution of prevention and security, and will coordinate with the Director of Environmental Health and Safety to ensure execution of safety as part of a holistic campus emergency management program.

The Dean of each School and senior official of each Administrative Office, or their designee, will provide the Executive Director with periodic input and guidance to support development and implementation of the emergency management program. They shall also ensure appropriate participation in trainings, exercises, and real-world response and recovery efforts as requested by the Executive Director.

_____   10/10/19
President   Date

Appendix B: Organizational Roles and Responsibilities

(a) All organizations identified in the table below are members of the EMT. Each organization should identify a primary, backup, and tertiary individual to represent the organization. Those individuals added to the EMT Roster are also added to the email distribution list (EMT@umaryland.edu) and the EMT group in UMB Alerts.

(b) The current EMT Roster is visible on the OEM website. To verify or make changes to individual organizational points of contact on the EMT, email EmergencyManagement@umaryland.edu.

Table 8: Emergency Management Team

EMT Members	Subject Experts	Agency Representative	CORE
UMB Student Affairs			Yes
Comparative Medicine	Yes		
Center for Health and Homeland Security	Yes		
Center for Information Technology Services			Yes
Communications and Public Affairs			Yes
University Counsel	Yes		
Design and Construction			Yes
Downtown Baltimore Child Care Center		Yes	
Employee Assistance Program	Yes		
Environmental Health & Safety (EHS)			Yes
Environmental Services			Yes
Facilities Maintenance			Yes
Faculty Practice		Yes	
Finance & Auxiliary Services			Yes
Health Services/Human Services Library	Yes		
Human Resources			Yes
Office of Emergency Management			Yes
Parking and Transportation Services			Yes
University Police Department			Yes
Real Estate, Planning, and Space Management	Yes		
School of Dentistry		Yes	
School of Law		Yes	
School of Medicine		Yes	
School of Nursing		Yes	
School of Pharmacy		Yes	
School of Social Work		Yes	
Student Counseling	Yes		
University of Maryland Medical Center		Yes	
Veterans Affairs Medical Center		Yes	
MD Institute for Emergency Medical Services Systems		Yes	

(c) Departments identified as CORE Team are most likely to be activated to serve on the IMT and may work from the EOC. The following are actions that aid CORE Team members prepare to serve on an IMT:

- Engage in EMT discussions and offer feedback for appropriate programmatic evaluation, revision, and maintenance of all UMB plans and procedures.
- Engage in planning efforts, trainings, and exercises to validate emergency plans.
- Maintain contact list – electronic and hard copy for internal personnel, emergency support vendors, and private sector partners.
- Maintain electronic and hard copy files for critical documentation, i.e. usernames and passwords, floorplans, contractual agreements, and other records used to support functional responsibilities.
- Enter into contracts, Memorandums of Agreement, and Memorandums of Understanding in support of functional responsibilities.
- Obtain resources that may support personnel throughout an extended operation. This may include phone and laptop chargers, a mobile WI-FI capability, and other functional equipment.
- Create internal standard operating procedures, checklists, and other job aids to assist in the delivery of functional responsibilities and to ensure continuity in response.
- Support the UMB EOC by sharing information, completing Situation Reports, and participating in conference calls and discussions.

UMB Student Affairs

Overview:

The Office of Student Affairs, a subunit of Academic Affairs, is a multi-disciplinary unit that focuses on providing student support services and programming. In an emergency, UMB Student Affairs will coordinate with key partners to provide sheltering, food and water distribution, student counseling, and other human service functions, as well as coordinate volunteer management by partnering with Central Campus, the Schools, Student Government, Student Organizations, or affiliated partners. The SMC Campus Center may be used as a multipurpose space acting as a temporary place of refuge, Point of Distribution, or flex office space.

Description of activities:

- Provide guidance to the EOC about Student Affairs and academic policy.
- Coordinate with Capstone in regard to Fayette Square and Pascault Row residential housing facilities to determine impacts to student housing and identify temporary housing solutions.
- Communicate with food providers to secure, prepare, and distribute food and water.
- Activate Student Counseling Services to request counseling services for students and work to determine method and schedule for service.
- Coordinate with OCPA and other appropriate UMB communications/marketing units to create external messaging.
- Act as primary point of contact for departments residing within the SMC Campus Center and coordinate with Academic Affairs, as appropriate.
- Share pertinent information received from the EOC or OEM, Student Affairs Deans Offices, and SMC Campus Center occupant departments.
- Activate and collaborate with the Office of Educational Support and Disability Services to identify emergency resources for students with disabilities.
- Participate in planning, training, and exercising to enhance capabilities and coordination.

Resource Management:

- Utilize appropriate contracts, Memorandums of Understanding, and Memorandums of Agreement with hotels, food and beverage providers, student counseling, and other providers that may serve in meeting human needs.
- Identify available resources in the SMC Campus Center that can be used to support academic or administrative functions.
- Maintain a call list of critical stakeholders and UMB personnel, such as UMB Student Affairs essential employees, in order to implement the activities above.

Center for Information Technology Services

Overview:

The Center for Information Technology Services (CITS) is UMB's central information technology department. CITS is responsible for enterprise level support for information systems and technology to the campus and professional schools. CITS is primarily responsible for maintaining the network, infrastructure, enterprise applications, IT security, and disaster recovery capabilities. CITS also supports campus life by managing the help desk, websites, and IT hardware. CITS' primary data site operates on campus, with a local back up site in Baltimore City. In an emergency, CITS' primary function is to maintain communication capabilities via email, phone, and web services. In an emergency that impacts IT critical infrastructure, manual processes and redundant systems will be utilized for disaster recovery. CITS also provides various levels of support to external organizations within the region by way of voice communications to network support.

Description of activities:

- Coordinate with CITS disaster management team to meet recovery objectives for systems/applications, network, voice communications, and logistics.
- Activate IT disaster recovery procedures for all impacted units, as needed.
- Liaise with professional schools and external organizations that have IT impacts.
- Support the restoration of communications infrastructure and coordinate with the private sector for resource contracts, infrastructure support, and network recovery.
- Address IT security issues that result from or occur in conjunction with incidents.
- Assess impacts to IT systems/applications, network, and voice communications and identify recommendations to recover capabilities.
- Coordinate with Maintenance and Operations to address critical infrastructure in IT space.

Resource Management:

- Maintain pertinent contracts for IT infrastructure to include, but not limited to, servers, backup tapes, and landline phones.
- Maintain agreements for alternate data site operations and contact information for critical private sector partners.
- Continue internal preparedness efforts including the development of standard operating procedures, critical contacts, and exercises in order to implement the activities above.

The Office of Communications and Public Affairs

Overview:

OCPA is the central office that manages marketing, branding, and official messaging for the campus community. OCPA promotes safety and emergency-related education on a routine basis to enhance personnel preparedness. During an emergency, OCPA provides accurate, coordinated, and timely messages to the campus and external community. OCPA supports emergency-related communications through crisis communications management. This office may operate in an alternate site known as the Joint Information Center and work collaboratively with other UMB entities, Police/OEM PIO, and external media partners. Core crisis communications functions include developing and disseminating messaging for UMB Alerts, social media, and the emergency information hotline; acting as the spokesperson and central media contact for public inquires; and addressing rumor control and brand protection.

Description of activities:

- Gather and verify information necessary for general public safety, preservation of property, and conduct of University operations.
- Develop messages and content for UMB platforms such as email, emergency website, emergency information hotline, and social media sites.
- Collaborate with offices and media partners to spread awareness for safety and emergency education campaigns; collaboratively develop specific content for whole-community population to include personnel with functional or access needs.
- Perform PIO functions and represent the University on media inquiries, press releases, and media briefings.
- Support the issuance of UMB Alerts and subsequent alerts to keep campus community informed.
- Update emergency information hotline and emergency website.
- Monitor media and social media sites for situational awareness.

Resource Management:

- Enter into Memoranda of Understanding or Memoranda of Agreement with other University System of Maryland communications professionals.
- Maintain ability to work remotely; secure resources that enable extended operations, such as mobile Wi-Fi, iPad and cell phone chargers, and critical contact lists.
- Pre-position media and communication resources at the alternate location.

Design and Construction

Overview:

Design and Construction provides facilities programming, design, and construction services to the campus community. Design and Construction maintains in-depth knowledge about building infrastructure to support decisions about critical infrastructure restoration. In an emergency, Design and Construction will support damage assessment through structural and infrastructure evaluation and coordination with external contractors to aid in long term recovery. Design and Construction will work closely with Maintenance and Operations as the two departments are part of the UMB damage assessment task force that encompasses in part an Architect, Structural, Mechanical, and Electrical Engineer. Design and Construction maintains on-call contracts for general contractors, mechanical contractors, structural engineers, and diverse consulting teams. Design and Construction employs mitigation practices in energy conservation, code compliance, and infrastructure assessments.

Description of activities:

- Coordinate with Maintenance and Operations and Work Control to address damage assessment findings.
- Advise on structural and infrastructure considerations in response and recovery planning.
- Liaise with on-call contractors and provide restoration projections to the EOC
- Share information to the EOC to support short-term and long-term restoration and recovery efforts

Resource Management:

- Maintain access to e-builder and ensure staff has proper resources to support activities described above.
- Maintain critical contact list for on-call contractors.
- Enable access to floorplans and blueprints; consider feasibility of hard copies when appropriate.

Environmental Health and Safety

Overview:

EHS develops and implements programs to create a safe work environment, properly manage hazardous materials, and foster compliance with safety and environmental regulations. EHS also administers the institution's risk management and insurance programs. In an emergency, EHS fulfills several functional roles, to include biosafety officer and responsible official, radiation safety officer, and fire marshal and provides critical support and expertise on hazardous material management, occupational health and safety, risk management, and damage and safety assessment. EHS is also charged with liaising with federal, state, and local agencies that require notice during an emergency situation. These include but are not limited to: Maryland Department of Health, Center for Prevention and Disease Control, Maryland Occupational Safety and Health, Federal Bureau of Investigation (loss/theft select agents/radiological material), the Office of the State Fire Marshal, Baltimore City Fire Department, and State Treasurer's Office (insurance).

Description of activities:

- As needed, fill command and general staff positions and provide staffing assistance for the IMT and EOC. Fill relevant command staff roles if unified command is established with outside agencies
- Provide subject matter expertise and serve as the institutional official (responsible official for select agents and radiation safety officer) for incidents involving chemical, biological, and/or radiological material.
- Provide subject matter expertise and serve as the institutional official (Fire Marshal) for fires, to include performing post-incident fire damage and safety assessment.
- Provide subject matter expertise and lead/assist with coordinating the institution's response to public health emergencies.
- Provide subject matter expertise and lead/assist with coordinating the institution's response to emergencies affecting or involving university faculty, staff, or students traveling outside the USA.
- Process and submit insurance claims for property losses, worker compensation claims, and claims filed under our international safety and security policy.
- Liaise with applicable federal, state, and local agencies and communicate pertinent updates or requirements to the EOC.
- Provide subject matter expertise for the development of safety plans specific to the emergency.
- Provide support and subject matter expertise for the development of communications to the campus community on safety and health issues specific to the emergency.
- Coordinate restoration of building fire and life safety systems.
- Support damage assessment surveys.
- Coordinate private sector response for hazardous material cleanups.

Resource Management:

- Maintain appropriate contracts to support the cleanup of hazardous materials.
- Maintain appropriate insurance and travel preparation and recovery services to support international travel.

Environmental Services

Overview:

Environmental Services (EVS) is charged with performing general custodial services for more than 70 buildings across the campus community, performing grounds keeping by way of removing snow and maintaining landscaping, and providing moving, recycling, and pest control. EVS is one department within the Facilities and Operations umbrella and works closely with the other departments in supporting the primary operation. In an emergency, EVS directly coordinates with Facilities Maintenance and Operations, EHS, and Work Control to support recovery and mitigation. EVS maintains more than 180 staff members along with various resources to aid in emergency operations, such as water extraction and drying efforts. EVS may provide temporary recovery support prior to or in conjunction with external vendors. EVS supports debris removal and provides a spectrum of services to support all operations contained within University buildings.

Description of activities:

- Assist damage assessment efforts in the reporting of debris and damage within buildings; assist in clean up when appropriate.
- Aid in property preservation; limit exposure to water damage.
- Support recovery efforts by assisting in flood remediation.
- Perform snow and ice removal on UMB campus sidewalks and building entrances.
- Maintain upkeep and ensure buildings are ready for the return of occupants.
- Direct and reposition staff, to include custodian, moving, recycling, and pest control services when appropriate, to support impacted buildings in order to expedite recovery efforts.

Resource Management:

- Environmental Services provide transportation management including procedures for moving material from one facility to another.
- Secure specialized equipment to support restoration activities.
- Maintain custodial items that can be used to support mitigation, ex: plastic sheets/covers for electronics (for incoming severe weather).
- Maintain appropriate personal protective equipment for staff to safely aid in debris removal and recovery efforts.
- Maintain snow removal equipment.

Facilities Maintenance and Operations

Overview:

Facilities Maintenance and Operations (M&O) is responsible for building maintenance across the campus community. M&O employs professional, technical, and service trade employees that work to address building repair, utility and energy infrastructure, and various building systems. M&O maintains the Work Control Center, which is the central hub of all maintenance resources, including personnel, resources, and building automation systems. M&O maintains all utility and energy infrastructure to include water, steam, electricity, and natural gas and liaises with Baltimore Department of Public Works, BG&E, and Veolia, among others, to support maintenance, construction, and restoration of these critical systems. During an emergency, M&O's primary focus is on continuity and restoration of utility infrastructure (power, water, chilled water, natural gas, and sewage) and on emergency repairs. M&O initiates the damage assessment process and closely coordinates with Design & Construction to address structural repairs. M&O also maintains contracts for diesel fuel, generators, and other technical resources.

Description of activities:

- Maintain functionality of utility and energy infrastructure, assess damage, and coordinate restoration with appropriate organization.
- Make emergency repairs when appropriate.
- Lead campus-wide damage assessment process; coordinate with EHS, Design and Construction, and EVS to systematically assess buildings and report damage to EOC.
- Monitor Building Automation Systems for building system alarms that may lead to irregularities; identify root cause and recommend solution to address the issue.

Resource Management:

- Utilize the Central Management Maintenance System to track people, resources, and work order status.
- Maintain agreements and contracts for critical resources, such as fuel, generators, chillers, and refrigerators.
- Maintain inventory of M&O resources and secure resources to support an extended operation, such as mobile Wi-Fi, iPad, chargers, cots, and food.
- Maintain agreements with service providers to infrastructure repair and disaster restoration.
- Obtain additional radios and chargers to issue to staff in the field.

Finance and Auxiliary Services

Overview:

Finance and Auxiliary Services is a multi-disciplinary department that supports budgeting and financial management, financial systems, procurement, parking and transportation services, and compliance oversight. During an emergency, Finance and Auxiliary Services will provide support through emergency procurement and provide appropriate administrative recordkeeping in accordance with USM Procurement Policies and Procedures. Select university personnel hold procurement cards that allows quick purchases up to a certain dollar amount. Through the Governor's Office, Finance and Auxiliary Services may apply for an Emergency Response Card that allows for a single purchase limit of $25,000 and monthly credit limit of $100,000. The Emergency Response Card is only activated by the bank for use when the Governor has declared a statewide emergency/disaster. When additional resources are needed to support an emergency as defined in USM Procurement Policies and Procedures, Finance and Auxiliary Services may conduct emergency procurements on a sole source or limited competition basis as dictated by the circumstances of the emergency. Finance and Auxiliary Services facilitates the purchasing process and accounts for purchases above $5,000 through an Enterprise Resource Planning system. The University has the ability to utilize statewide, other USM institutions' contracts, cooperative contracts (i.e. General Services Administration, E & I, U.S. Communities) or enter into standalone contracts to support operational needs.

Description of activities:

- Provide guidance and/or perform emergency procurement.
- Prepare contracts and purchasing agreements.
- Maintain appropriate documentation and input into financial system.
- Offer recommendations for manual workarounds if financial system is unavailable.
- Suggest appropriate documentation for administration purposes, i.e. emergency procurement request form.

Resource Management:

- Secure emergency purchasing card from the state.
- Maintain a critical contact list for staff and frequently used vendors.
- Ensure financial systems are available; secure resources to enable remote access of financial system.
- Maintain capital equipment inventory resource management system.

Human Resources Services

Overview:

Human Resource Service (HRS) is responsible for all matters involving labor relations to include the recruitment, advertising, selection, compensation analysis, and onboarding for all new employees. HRS also performs conflict resolution, collective bargaining, and benefit administration. HRS administers the University's essential employee policy and works closely with other HRS staff across the University to consistently address personnel needs. In an emergency, all HRS personnel will be coordinated centrally through the CORE. For emergencies that cause a campus closure, HRS would recommend guidance for reconciling leave and pay for those employees who are unable to work or those that work in an essential employee capacity.

Description of activities:

- Administer leave and payroll; provide guidance for addressing employee needs for different classifications i.e. hourly, nonexempt, and exempt.
- Coordinate with HR council to share information and guidance across campus.
- Recommend essential personnel policy enactment.
- Maintain the HR systems and provide guidance to HR council and campus community about appropriate time and leave reporting during a campus closure or altered operating hours.
- Identify common leave and benefit questions; share FAQs on emergency or HRS website.
- Perform pay, benefit, and leave administration throughout the emergency to support nonessential and essential employees.

Resource Management:

- Maintain critical contact list for key staff, HR council, vendors, and state and local partners to support above activities.
- Enter into cooperative understanding with other USM institutions as a redundancy and resiliency measure.
- Ensure HRS staff can work remotely through virtual private network tool.

Office of Emergency Management

Overview:

OEM is responsible for the campus emergency management program. OEM works collaboratively with campus departments, local municipalities, first responders, and external partners to develop plans and strategies for a unified approach to response, recovery, and mitigation. OEM is charged with creating the University's framework for incident management and leads the process for managing large-scale emergencies. OEM maintains the UMB HIRA/CA to systematically identify hazards that present the most probability and vulnerability to the UMB community. Based upon the HIRA/CA, a corresponding planning, training, and exercising schedule is created to best prepare the campus community. Baseline procedures are outlined in the UMB EOP and UMB COOP Plan. In an emergency, the OEM organizes the incident management system in order to create standard procedures to account for an array of process performed by diverse departments. The incident management structure through the IMT, enables a unified direction, command, and control. OEM outlines the management structure, sets the operational period objectives, and coordinates multiagency support. OEM is responsible for managing the EOC, UMB's central location for coordination, communication, and information sharing. As information is received, it is collected and analyzed; after the analysis, information is disseminated to the appropriate stakeholder(s).

Description of activities:

- Coordinate, communicate, and share information to EMT and regional response partners.
- Identify current operational needs and gaps that may hinder the response or recovery.
- Establish processes to guide situation analysis and damage assessment, situation reporting, and incident action planning.
- Manage the EOC and virtual EOC.
- Assist with coordination of emergency and crisis communication messaging to support OCPA and Police/OEM PIO.
- Identify resource needs and a mechanism to obtain the resource from the Maryland Emergency Management Agency and private sector vendors.

Resource Management:

- Secure an alternate EOC to anticipate a disruption to service or an inoperable primary facility.
- Stockpile resources for extended operation to support staff (i.e. food, water, cots).
- Stockpile emergency resources in case of power outage (i.e. generator, flashlights, mobile Wi-Fi, battery chargers).
- Develop job aids to support IMT during activations.
- Obtain resources to assist in staff performance (i.e. laptops, phones, job aids, etc.).

Parking and Transportation Services

Overview:

Parking and Transportation is responsible for operating, managing, and maintaining all University parking garages and surface lots to support the community and local community partners. Parking and Transportation operates garages that support parking for UMMC, VAMC, and Hippodrome Theater, including Camden Yards and M&T Bank. Parking and Transportation coordinates with Police to disseminate traffic updates and coordinates with Facilities M&O for maintenance on garage infrastructure, fire suppression and alarms, and emergency blue light phones. Parking and Transportation oversees a shuttle service that is used by students, staff, and faculty as a courtesy service. In an emergency, Parking and Transportation will manage transportation systems and resources and coordinate requests for transportation.

Description of activities:

- Maintain status of parking garages and communicate pertinent information to monthly parking pass patrons.
- Coordinate with private staffing company to support labor needs for parking attendant coverage.
- Coordinate with UMB shuttle contract provider on transportation requests.

Resource Management:

- Maintain a list of critical contacts and an electronic list of monthly pass holders.
- Stockpile resources for Parking and Transportation Services staff to support an extended operation, such as food, water, and cots.
- Maintain list of parking staff and business partners for Shuttle contract, Hippodrome, VAMC, UMMC, Orioles, and Ravens.

University Police

Overview:

The University Police Department is an accredited agency provides law enforcement for the campus community. The department's main focus is protection of life and property within the UMB jurisdiction. The Police Department is responsible for patrol services for garages, buildings, and the inner and outer perimeter of campus. The Police Department conducts daily prevention activities, such as intelligence gathering and sharing to detect and monitor the current threat climate; participation in Behavioral Evaluation Threat Assessment (BETA); and Global Threat Reduction Initiative for the detection, monitoring, and response for radiological preparedness. Police utilize security officers to perform access control, building security, and support services. The Police/OEM PIO is the central contact for Police media and marketing relations and works closely with OCPA to synchronize messaging and branding across all media platforms. In an emergency, the Police Department will act as a first responder, who may act as the Incident Commander and/or request the assistance of the IMT. The Police Department maintains mutual aid agreements and memorandums in support of firefighting, SWAT, and HAZMAT response. The Police/OEM PIO will coordinate crisis communications in the EOC or Joint Information Center.

Description of activities:

- Administer and monitor physical security systems to include cameras, panic buttons, alarms, access control, and Global Threat Reduction Initiative.
- Issue alerts, warning, and notifications via UMB Alerts to campus community and initiate internal notification protocols to appropriate departments.
- Provide security and law enforcement patrol for buildings, garages, and local area.
- Build relationships and maintain mutual aid agreements for enhanced response capabilities.
- Assist in crisis communications and develop emergency public information with OCPA; monitor media (TV, social media, and radio, etc.) for rumor control and to coordinate media requests.
- Support issuance of protective actions, such as shelter-in-place or evacuation.
- Support recovery by coordinating with the city on violent crimes, fatality management, death notifications, and search and rescue.

Resource Management:

- Maintain appropriate mutual aid agreements to support and augment response and recovery.
- Maintain resources to support in-the-field operations, i.e. cones, barricades, and law enforcement tape.

University Police: Police Communications Center

Overview:

The University PCC is staffed 24 hours a day, 7 days a week to support the UMB campus community. The PCC is multi-faceted and acts as the focal point for information that is collected and disseminated to support law enforcement and large-scale emergencies. The PCC works closely with several departments that have life-safety requirements and supports those departments in daily operations. The PCC coordinates with Facilities M&O and Schools to support general safety needs and building maintenance, issues pertinent alerts to key departments and warnings to the campus community, and requests mutual aid through regional first responders. The PCC supports incoming calls for emergencies and non-emergencies; monitors security and life-safety systems through panic buttons, security cameras, and fire alarms; administers access control levels; and updates the Police Computer Aided Dispatch (CAD) system. In an emergency (outside of routine business), the PCC will initiate internal notifications to the appropriate department(s) and disseminate campus-wide alerts for emergencies that pose an imminent threat to life-safety. The PCC will dispatch and track UMB law enforcement resources and coordinate with Work Control on facilities-related matters. The PCC will maintain situational awareness for law enforcement operations and assist the EOC in maintaining situational awareness.

Description of activities:

- Manage access levels to assist in building closures and access CCTV footage when appropriate.
- Update the CAD to keep an accurate account of law enforcement resources and activities.
- Receive talking points about the emergency in order to provide consistent information to those calling in.
- Track non-emergency calls to guide crisis communications and public information efforts on frequently asked questions.
- Provide assistance to law enforcement through prevention efforts, i.e. warrant and driver's license checks.
- Monitor security and life-safety systems to support physical security, life-safety, and lab safety practices.
- Coordinate with Facilities M&O and other key departments through the EOC.
- Issue alerts, warnings, and notifications via UMB Alerts to campus community and initiate internal notification protocols to appropriate departments.

Resource Management:

- Maintain access to pertinent life-safety and security systems through redundant measures such as access at an alternate PCC.
- Maintain spare radios and proper communication systems during prolonged incidents that may require a PCC relocation.
- Maintain critical contact lists and access information for all systems supported through the PCC.

University Police: Security

Overview:

University Security is resident within the Police Department and directly supports crime prevention through daily operations. Security Officers are stationed across campus, either in buildings or walking foot patrol, in order to support the protection of people and property. University Security provides a safe and secure environment for all building occupants by enforcing the University's policies and practices on safety and security. University Security is charged with verifying building occupant identification, adjusting access control for incidents of suspicious behavior, and acting as a go-to person for visitors entering the building. Some Security Officers are tasked with monitoring security cameras, while others may liaise with Work Control to address building wide facility concerns. Security Officers may staff University-related special events to instill a safe and secure environment. In an emergency, Security will support overall life-safety by assisting in evacuations, and clearing the buildings prior to a building or campus closure.

Description of activities:

- Support law enforcement by assisting in building closings, i.e. clear the building, request an adjustment to access control, and put up signage.
- Coordinate with University Police to assist in supporting various emergency-based operations, i.e. evacuations, medical emergencies, suspicious behavior.
- Report concerning activity to law enforcement and communicate with building occupants, as appropriate.
- Provide direction to emergency personnel, as appropriate.

Resource Management:

- Ensure appropriate radios are operational; maintain additional batteries for prolonged operations.

Subject Experts

a) The Subject Experts Team is a group of departments that provide expertise, resources, and guidance to the EOC. They may participate in a rapid assessment and are activated to support the IMT on an as-needed basis.

b) Below describes the Subject Experts Team departments and their role during an emergency:

Table 9: Subject Experts Roles

Subject Expert Departments	Role
Comparative Medicine	Provides guidance about special operations pertaining to nonhuman research
Center for Health and Homeland Security	May offer guidance on best practices for emergency management and homeland security
University Counsel	Advises on legal guidance for matters pertaining to contracts, student affairs, grants, etc.
Employee Assistance Program	Offers staff and faculty wellness resources; may provide psychological first aid and wellness support
Health Sciences/Human Services Library	Supports logistics and resource support; maintains space, equipment, and various resources
Student Counseling	Provides counseling to students for wellness and mental health
Faculty Practice	Supports medical needs and provides medical expertise
Downtown Baltimore Child Care Center	Hosts childcare center; may provide resource support

Agency Representatives

Overview:

Agency Representatives are assigned by a primary, assisting, or cooperating UMB School, independent entity, local, state, or federal government agency, or nongovernmental or private organization. Agency Representatives have authority to make decisions affecting that agency's or organization's participation in incident management activities.

Description of activities:

- Act as the central point of coordination and communication on behalf of the organization.
- Maintain situational awareness and communications with the IMT through participation in IMT meetings and providing a representative when the IMT gathers in an EOC.
- Provide information to the IMT that pertains to building status, unmet needs, resource needs, and operational impacts caused by the emergency.
- Share information and key communications from the IMT to operating units within organizational purview.

Resource Management:

- Maintain critical contact list for key stakeholders, principal investigators, and vendors.

Appendix C: Glossary

Alert: Communications originating from public safety officials and intended for the general public to provide information of a threat or hazard.

Annex: *See* Functional Annex *and* Hazard Annex.

All-hazards: A consistent approach to emergency planning allows for the same process to be followed in responding and recovery, regardless of the hazard.

Continuity of Operations: The continued performance and rapid resumption of essential functions.

Disaster: A serious disruption occurring over a relatively short period of time, affecting the functioning of the university as it causes significant and widespread human, physical, economic, reputational, or environmental loss which exceeds the ability of UMB to cope using existing resources.

Disaster Recovery: The process, policies, and procedures related to preparing for recovery or continuation of information technology infrastructure, systems, and applications.

Emergency: An unplanned occurrence that requires action by the Emergency Management Program, where without immediate action, harm will befall or has impacted life, property, environment, and/or disrupt campus mission essential functions. The Emergency Management Program seeks to manage the implementation of actions to keep an emergency from escalating into a disaster.

Emergency Closure: A closure necessitated by an emergency event, which may include severe weather events, power or water outages, and situations where local civil authorities require a full or partial campus closure.

Emergency Notification: Information that provides awareness of any significant or dangerous situation involving an immediate risk to the health or safety of UMB personnel. For EMAP, this term is synonymous with alert and warning.

Emergency Operations Center: A physical or virtual location established by the University from which to provide centralized and coordinated multi-disciplinary incident management.

Essential Employees: A UMB employee who is required to report to a designated work location (or to a remote/alternate work location) to ensure the operation of essential services during an emergency or when UMB has suspended operations. Essential services may include, but are not limited to, public safety and security, operations and maintenance, snow removal, patient care, laboratory operations, continuity of information technology, veterinary care, and certain skilled trades. Whether an Essential Employee is required to report to work during an emergency or closure will depend upon the circumstances of the emergency or closure and the functions provided by the employee.

Exercise: An activity to assess, practice, validate, and improve emergency plans and capabilities.

Functional Annex: Individual plans that focus on a specific procedure. These annexes address all-hazard critical operational functions and describe the actions, roles, and responsibilities of schools and participating organizations.

Hazard: A natural, technological, or human-caused source or cause of harm or difficulty.

Hazard Annex: Individual plans that describe strategies for managing a specific hazard. They explain the procedures that are unique for the hazard including unique actions, roles, and responsibilities. The information in these annexes is not repeated elsewhere in the plan.

Impact: The specific effects a threat or hazard scenario would have on a community if the threat or hazard occurred.

Incident Management Team: A group of individuals from the EMT who are assembled to manage and implement response and recovery functions for a specific emergency.

Mitigation: Activities intended to reduce the loss of life and property by avoiding or lessening the impact of a disaster.

Mutual Aid: Agreements that establish the terms under which one party provides resources—personnel, teams, facilities, equipment, and supplies—to another party.

Notification: Communication intended to relay information between public safety officials regarding a threat or hazard.

Preparedness: Activities implemented prior to an emergency that may be used to support and enhance mitigation of, response to, and recovery from disruptions.

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term "prevention" refers to preventing imminent threats.

Protection: Actions to reduce or eliminate a threat to people, property, and the environment. Protection focuses on adversarial incidents. Protective actions may occur before, during, or after an incident and prevent, minimize, or contain the impact of an incident.

Recovery: The development, prioritization, coordination, and execution of service and site restoration plans that allow an operational "return to normal".

Resource: Personnel, equipment, supplies, and facilities available for assignment to incident operations.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs.

Resilience: The ability to prepare for and adapt to changing conditions and recover rapidly from disruptions.

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

Timely Warning: Communication to the UMB Community that a crime identified in the Clery Act has occurred within the Clery geographic boundary and is considered by the University to represent a serious or continuing threat to students or employees.

Threat: Synonymous with *Hazard*, but primarily focused on adversarial human-caused incidents.

Vital Records: Documents (hard copy and electronic) that are essential to the continued functioning or reconstitution of an organization during and after an emergency, and also those records essential to protecting the legal and financial rights of that organization directly affected by its activities.

Vulnerability: A physical feature or operational attribute that renders an entity susceptible to a given hazard.

Warning: *See* Alert

Appendix D: Acronyms

AAR	After Action Report
BETA	Behavioral Evaluation Threat Assessment
BG&E	Baltimore Gas & Electric
CAD	Computer Aided Dispatch
CITS	Center for Information Technology Services
CMAG	Crisis Management Advisory Group
COOP	Continuity of Operations
CORE	Coordinators of Operational Response/Recovery for Emergencies
EHS	Environmental Health and Safety
EMAG	Emergency Management Advisory Group
EMT	Emergency Management Team
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EVS	Environmental Services
HIRA/CA	Hazard Impact Risk Assessment and Consequence Analysis
HRS	Human Resource Services
IMT	Incident Management Team
M&O	Maintenance and Operations
MIEMSS	Maryland Institute for Emergency Medical Services Systems
MYTEP	Multi Year Training and Exercise Plan
NIMS	National Incident Management System
OCPA	Office of Communications and Public Affairs
OEM	Office of Emergency Management
OSHA	Occupational Safety and Health Administration
PCC	Police Communications Center
PIO	Public Information Officer
SMC	Southern Management Cooperation
STC	Shock Trauma Center
UC	Unified Command
UMB	University of Maryland, Baltimore
UMMC	University of Maryland Medical Center
USM	University System of Maryland
VAMC	Veterans Administration Medical Center