



ADMINISTRATION AND FINANCE

Emergency Operations Plan

2025

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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 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 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.



June 10, 2021

President

Date

Approval and Implementation

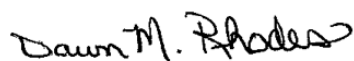
I am pleased to present the UMB Emergency Operations Plan, a flexible all-hazards framework for emergency management. This plan serves as the foundation for how UMB will collaborate to prevent, respond to, and recover from hazards that impact the University. Regardless of the hazard, UMB has an obligation 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.



8/24/2022

Senior Vice President and Chief Business and Finance Officer

Date

Disclaimer

This plan outlines a flexible, base framework for UMB's general response to an emergency. However, each emergency is unique and can entail unforeseen circumstances. Therefore, nothing in this plan prevents UMB from taking actions it deems proper for responding to the emergency, even if they differ or diverge from what is contained in the plan.

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
2.2	2022	OEM with input from EMAG	Maintenance tasks IAW Chapter 7; Updates to reflect 2022 continuity program and integrated preparedness portfolio
2.3	2024	OEM with input from EMT	Updated Figure 5 Planning P, Section 2.1 members of CMAG, Table 1 Essential Program Functions, and Appendix B.
2.4	2025	OEM	Updated UMB facts (1.3); Removed reference to PTS staff (Table 1); Updated names for SGS and HSHSL (2.5); Added reference to UMB ReadyOps and aligned verbiage to match EM Procedures (Chapter 3); Updated citation of MDEM support (Table 6)

Record of Distribution

This plan is provided to the Emergency Management Team (EMT) through MS Teams or other collaboration tool. It is made available to UMB students and employees at www.umaryland.edu/emergency.

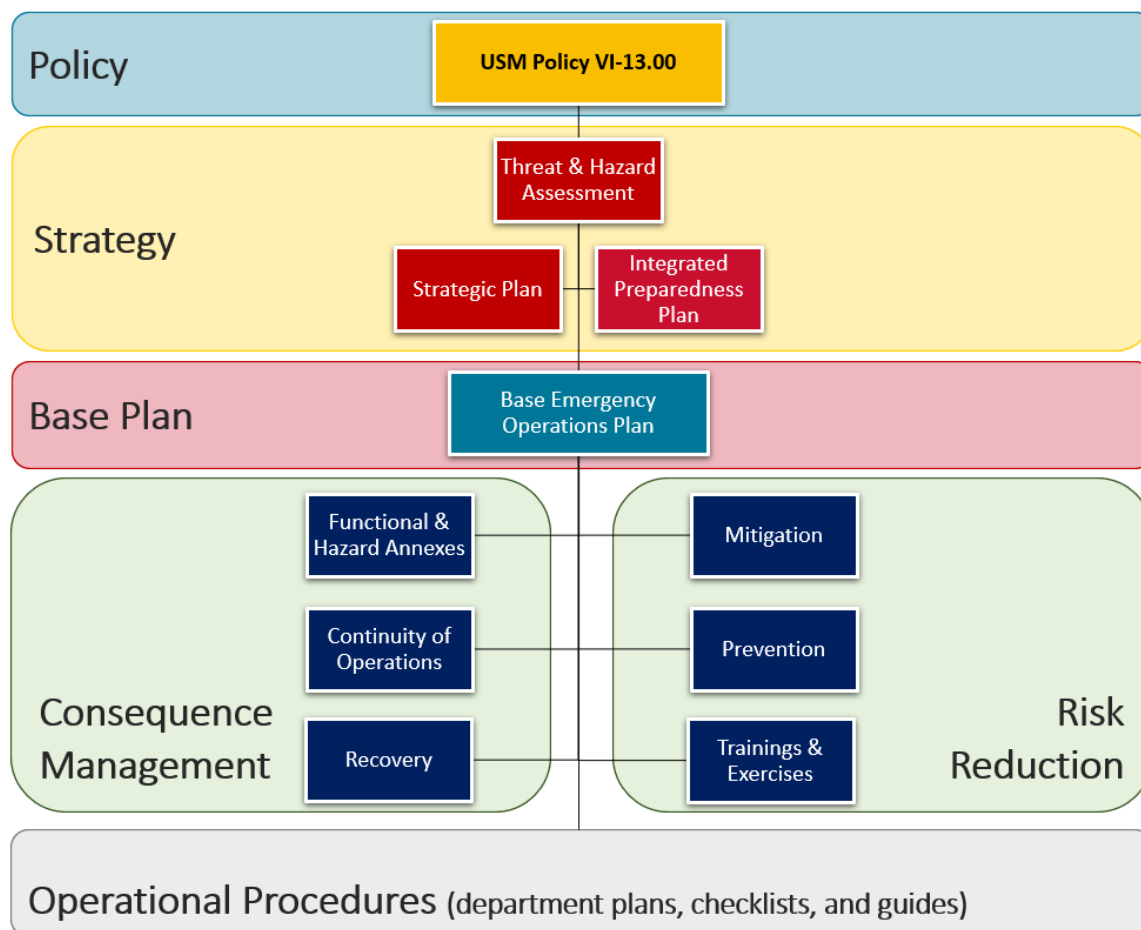
Chapter 1: Introduction

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

- The purpose of this 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.
- This 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.
- The 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 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 vital services:
- 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.

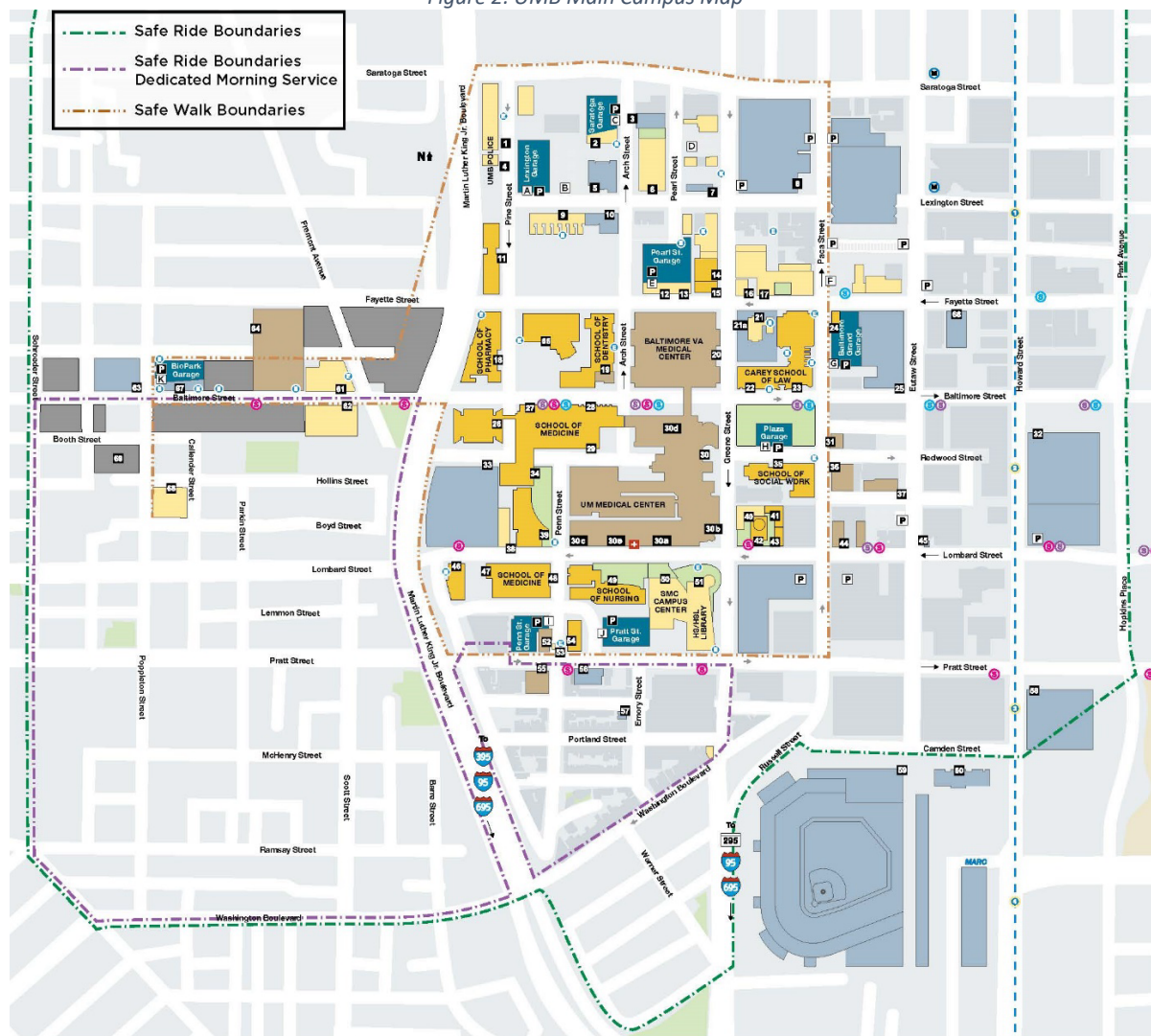
1.3 Situation

- (a) The main campus is in the urban environment of downtown Baltimore City, Maryland.
- (b) UMB directly employs more than 8,000 individuals who serve almost 6,700 students in six professional schools – dentistry, law, medicine, nursing, pharmacy, and social work, and an interdisciplinary graduate school.
- (c) The main campus consists of 65 acres with 6.3 million gross square feet of space in 57 buildings.
- (d) The University receives its power from Baltimore Gas & Electric (BG&E) through four dedicated 13.2Kv feeders. Vicinity Energy 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 Affairs 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 several 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 (OCME).
- (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 Department of Emergency Management coordinates emergency assistance to state entities.
- (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 operates in locations outside the United States. A significant contingent of activities are conducted overseas.

Figure 2: UMB Main Campus Map



Map Key

- Academic Building
- Patient Care Building
- Support Building
- UMB Parking Garage
- Open Green Space
- Community Resource
- Building Entrance
- Future Development Site
- Emergency Room Entrance
- One-Way Street
- Public Parking

Public Safety

Police Safe Walk/Safe Ride & Non-Emergency 410-706-6882
Emergency Dial 911

- Emergency Phones
- Safe Ride Boundaries (3 p.m. to 1 a.m.)
- Safe Ride Boundaries Dedicated Morning Service (7 a.m. to noon)
- Safe Walk Boundaries (24 hours a day)

Public Transportation

- Metro Subway
Lexington Market Stop
- MARC Train
Camden Station

Light Rail Stops

- 1 Lexington Market
- 2 University Center/Baltimore Street
- 3 Convention Center
- 4 Camden Yards

UM shuttle Stops

- 5 702 Mount Vernon
- 6 703 Federal Hill
- 7 704 Canton/Fells Point

University Parking

- A Lexington Garage
- B Koester's Lot
- C Saratoga Street Garage
- D Administration Lot
- E Pearl Street Garage
- F Fine Lot
- G Baltimore Grand Garage
- H Plaza Garage
- I Penn Street Garage
- J Pratt Street Garage
- K BioPark Garage

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 Threat and Hazard Identification, Risk Assessment, & Consequence Analysis (THIRA/CA) was developed to understand the most probable and severe threats and hazards to UMB. The results of the THIRA/CA do not limit the scope of threats and hazards that UMB prepares for, but rather allows UMB to prioritize efforts to improve preparedness via the Integrated Preparedness Portfolio (IPP).
- (c) The THIRA will be reviewed annually to assess risks, and a full THIRA/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 and committees described within that plan which meet regularly to prioritize, track, and verify projects are implemented to mitigate risk to the safety and resilience of campus.

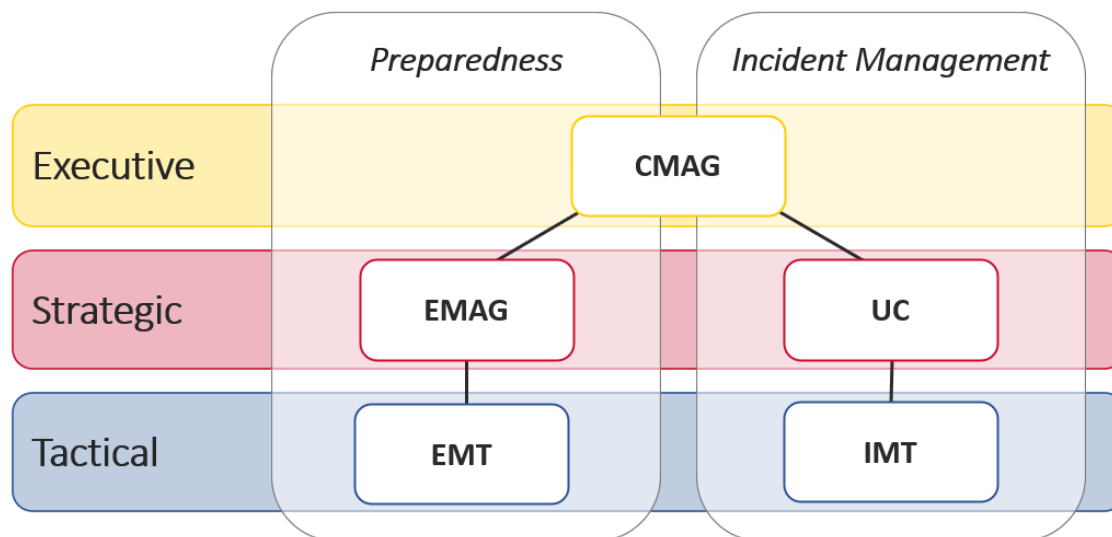
1.6 Assumptions

- (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) An emergency may also involve a crisis.
- (d) An emergency may result in the need of one or more schools/departments to activate their continuity of operations (COOP) plan(s).
- (e) 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.
- (f) Critical infrastructure and facilities may be inoperable which will exacerbate recovery operations.
- (g) 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)
- (h) 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. When the president needs advice to aid in these responsibilities, the Crisis Management Advisory Group (CMAG) may activate to receive information, provide executive-level strategic input, discuss long term recovery strategies, and prioritize corrective actions after an incident has concluded. More details about CMAG are described in the *Crisis Management Annex*.
- (b) The CMAG is chaired by the President and includes:
 - Provost and Executive Vice President
 - Chief External Relations Officer and Senior Vice President
 - Chief Business and Finance Officer and Senior Vice President
 - Chief Government Affairs Officer and Vice President
 - Assistant Vice President of Enterprise Resilience
 - Special Assistant 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 Senior Vice President for Information Technology
 - Executive Director of the Office of Emergency Management
 - Assistant Vice President for Public Safety and Chief of Police

- Executive Director of Environmental Health and Safety
 - Director of Public and Occupational Health
 - Chief Marketing Officer and Senior Associate Vice President, Communications and Public Affairs, or other OCPA personnel
 - Director of Leadership Communications
 - Associate Vice President for Community Engagement and Partnerships
 - 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 periodically to provide coordinated input, review the program, incidents, develop strategy, prioritize actions, and provide policy and administrative guidance.
- (b) EMAG serves as the university's 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 and Finance Officer and Senior Vice President, and includes the Assistant Vice President of Enterprise Resilience, Executive Director of Emergency Management, Assistant Vice President for Public Safety and Chief of Police, Fire Marshal, Assistant Vice President of Facilities and Operations, Executive Director of Environmental Health and Safety, Director of Public and Occupational Health, and others as needed.

2.3 Emergency Management Team

- (a) The Emergency Management Team (EMT) meets periodically 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, School EMT, 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, or 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) On request of the Unified Command (UC), each organization on the EMT is expected to provide a representative

to the Emergency Operations Center (EOC), which may be in-person or virtual at the discretion of the UC.

2.4 Coordinators of Operational Response/Recovery for Emergencies (CORE) Team

(a) The CORE Team includes departments that perform essential program functions as detailed in the table below.

Table 1: Essential Program Functions

Department	Essential Program Functions	Lead Dept. when incident involves
Center for Information Technology Services	Lead emergency communications (IT communications infrastructure, hardware, and IT security) maintenance and disaster recovery	IT networks, infrastructure, or security
Communications and Public Affairs	- Create and disseminate emergency public information - Lead crisis communications process	
Community Engagement	Coordinate the management of volunteers	West Baltimore or Community Engagement Center
Construction and Facilities Strategic Acquisition	Coordinate the procurement for Facilities Operations resources	
Design and Construction	- Support damage assessment - Provide engineering expertise support	
Emergency Management	- Facilitate situational awareness by information collection, analysis, and dissemination sharing across the organization (horizontal and vertical) - Change activation level and assemble UC/IMT - Lead direction, control, and coordination	
Environmental Health and Safety	- Assist the fire department with hazardous materials spill response and recovery - Communicate status with appropriate oversight agencies and coordinate external response of said agencies - Manage compliance with Occupational Safety and Health Administration (OSHA) standards - Coordinate assessment to determine if facilities and laboratories are safe for occupancy - Designate a Safety Officer for the incident	Hazardous materials, laboratory anomalies, or safety
Environmental Services	- Lead and perform debris management, removal, and remediation support inside of UMB facilities - Perform grounds keeping of UMB agriculture and natural resources to include snow and debris removal	Severe winter weather

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Department	Essential Program Functions	Lead Dept. when incident involves
Facilities Operations and Maintenance	- Mitigate hazards to and restore operations of critical infrastructure and key resources - Maintain and restore energy and utility services (water, electric, steam, HVAC systems) - Emergency repair resource management and logistics - Initiate damage assessment coordinates with D&C on structural repairs and engineering services - Coordinate private sector support (public works and engineering)	UMB facilities or supporting utilities
Finance and Auxiliary Services	Perform administration and finance to include Budget and Financial Management, Purchasing of Goods and Services, Financial System Support, Compliance Oversight	
Fire Marshal	Manage fire protection program and advise on life-safety	A fire
Human Resources	- Manage Human Resource network - Issue guidance on employee matters and maintains human resource information such as benefits and leave	
International Operations	Direction, control, and coordination for safety and/or security incidents impacting UMB travelers overseas	An incident overseas
Parking and Transportation	- Manage resources including the UMB shuttle and parking garages and lots - Maintain accessibility to garages and communication with parking staff - Perform debris removal (i.e. snow) around garages	UMB garages or transportation systems
Public and Occupational Health	Monitor, coordinate, advise, and communicate information on public and occupational health	Health of the UMB community
Students Affairs	- Provide temporary shelter in the Campus Center - Coordinate with Housing, Student Counseling, and URecFit and Wellness, and Campus Center	Student housing
Police & Public Safety	- Lead law enforcement in concurrent jurisdiction with Baltimore City Police - As the institution's Warning Point, coordinate emergency notifications and alerts (e.g. protective action, evacuation, and shelter in place) - Coordinate emergency public information - Detect, monitor, prevent, and protect against human-caused threats via law enforcement and intelligence networks; Request mutual aid from Baltimore City - Provide Security and access control	A crime or civil disturbance

2.5 School EMT

- (a) School EMT serve as the designee of their respective dean to provide input and guidance to support development and implementation of the emergency management program. School EMT include:
- School of Pharmacy
 - School of Nursing
 - School of Social Work
 - School of Medicine
 - School of Dentistry
 - School of Law
 - School of Graduate Studies
 - Health Sciences/Human Services Library

2.6 Agency Representatives

- (a) Agency Representatives may include independent entities, local, state, or federal government agencies, or non-governmental or private organizations that activate as part of a UMB UC/IMT. These organizations serve as standing Agency Representatives to the EMT:
- Downtown Baltimore Child Care Center
 - Faculty Practice
 - University of Maryland Medical Center
 - Veterans Affairs Medical Center

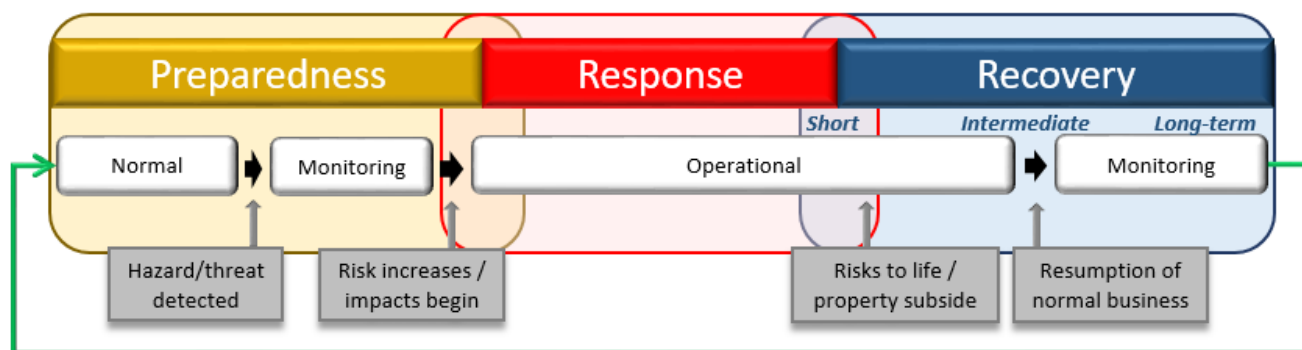
2.7 Subject Experts

- (a) Subject Experts provide expertise, resources, and guidance to the UC/IMT. They may participate in a rapid assessment and are activated to support the IMT on an as-needed basis. EMT Subject Experts include:
- Center for Cyber, Health, and Hazard Strategies
 - Employee Assistance Program
 - Office of the President
 - Office of Risk Management
 - Student Counseling Center
 - University Counsel
 - Veterinary Resources

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 will notify the Emergency Manager On-Call when day-to-day procedures and resources are insufficient to manage potential or actual impacts of a hazard on the following vital services:
 - 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) When vital services appear at risk of disruption, OEM will activate the EOP by facilitating a rapid assessment to gather and share information about the hazard, risks, and impacts with involved entities. When the assessment indicates it to be appropriate, 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 Emergency Management Procedures.

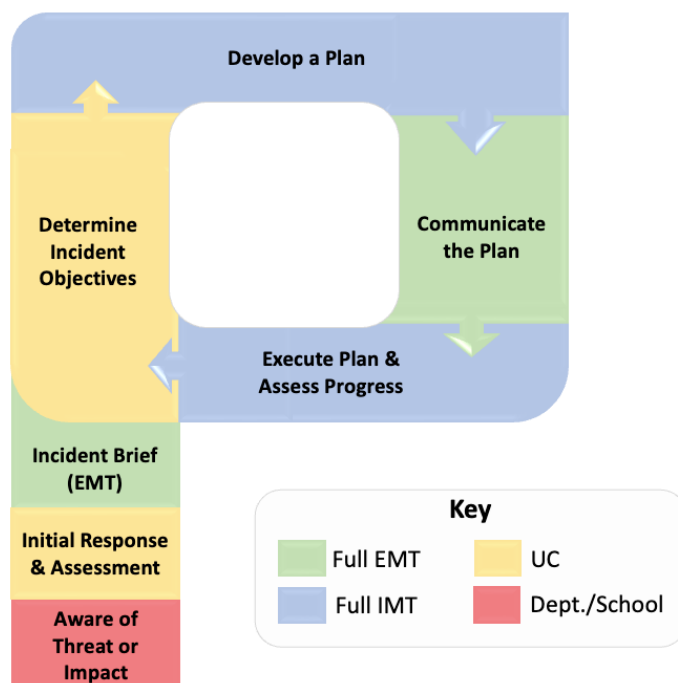
3.2 Alert and Warning

- (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 Assistant Vice President for Public Safety and 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 to limit the time necessary to send Emergency Notifications.
- (d) The UMB Assistant Vice President for Public Safety and 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 initiate implementation of UMB's incident management system, 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) 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) The Emergency Manager On-Call uses the Emergency Management Procedures to initiate the "Planning P" incident planning and management process for 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 when they are activated as part of the UC/IMT.
- (e) CMAG participation is not required. OEM will share situational awareness, and if needed approval, from the President before the UC Meeting and finalization of the Incident Action Plan. During incidents when the President has activated CMAG to provide advice, CMAG may align their meeting schedule to occur prior to a UC Meeting so that information about progress of the incident may be shared and executive-level strategic input and priorities can be given for use by the UC in developing objectives for the next operational period.

Figure 5: Planning P Process



- (f) When appropriate, the Emergency Manager On-Call may assume, assign, or activate the following roles:

Table 2: Incident Management Roles

Functional Roles	Responsibilities
Incident Manager	On-scene “eyes and ears” to confirm incident needs to identify and address gaps and needs. Ensures a UC representative is on-site.
UC/IMT Coordinator	- Answers the EM Duty line. - Facilitates coordination among the UC/IMT and provide senior leadership notifications and recommendations. - Approves UMB Alert messages.
Documentation	- Supports the UC/IMT Coordinator. - Documents EMT and UC/IMT decisions and actions. - Gather and share information for situational awareness in UMB ReadyOps.
On-Scene Support	Supports the on-scene Incident Manager as needed.
Safety Officer	Identifies hazardous situations and ensures safety briefings are made
Liaison Officer	Serves as point of contact for external entities
PIO	- Provides and communicates information to public and media - Coordinates public information with other response agencies

3.4 Unified Command and Incident Management Team

- (a) OEM will form a UC to allow entities with different functional authorities and responsibilities to establish a single command structure. The UC will include the lead department(s), incident appropriate School EMT, and OEM.
- (b) Lead department(s) are those with the primary responsibility and authority to address and resolve the incident.
- (c) The UC will determine objectives for managing the incident and what additional resources need to be activated to form the full IMT, based on the needs identified through the rapid assessment.
- (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) A designee from the UC, usually the IMT Leader, will interface with the UMB President, CMAG when assembled, or designee to include situational awareness, campus closure, and any other executive level decision making required to respond to or recover from an incident.

3.5 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.

3.6 UC/IMT Activation Levels

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

Table 3: Activation Levels

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

3.7 Emergency Operations Center

- (a) The UC/IMT Coordinator will launch an incident room in UMB ReadyOps.
- (b) The UC/IMT Coordinator may also open a physical EOC to improve UC/IMT coordination and communication. EOC locations are identified in the table below:

Table 4: EOC Locations

Designation	Location
Primary	222 Pine Street, EOC Room 106
Alternate	622 West Fayette St, Room 209
Tertiary	621 W Lombard St, Rooms 208/210
Virtual	<i>Dispersed</i> - Telework

3.8 Continuity of Operations

- (a) The UMB COOP Plan provides the framework for continuity planning by UMB schools and departments. CORE departments shall maintain a department business continuity plan to ensure continuity or rapid resumption of their essential program functions identified in this EOP.
- (b) When an incident requires activation of a continuity plan, the EMT member from that school or department will inform the UC/IMT (or Emergency Manager On-Call if a UC/IMT has not been established) and communicate needs to ensure continuity of the department or school.

3.9 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 UMBs focus areas.
- (b) Short and long-term recovery will be implemented in accordance with the *Recovery Annex*.

Chapter 4: Information Collection, Analysis, and Dissemination

4.1 Information Collection and Situational Analysis

- (a) The UC/IMT will gather, analyze, and share information.
- (b) The following chart outlines tools to obtain information and support accurate decision making.

Table 5: Situational Awareness Tools

Tool	Usage
MDEM	UMB receives routine and hazard specific updates from MDEM such as the Daily Executive Briefing, Maryland Dashboard for Awareness of Situational Hazards, and Statewide Emergency Managers calls.
Maryland Coordination and Analysis Center	UMB receives routine and threat specific updates on intelligence and human-caused threat information.
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 UC/IMT and with the UMB community are listed in the table below:

Table 6: Communication Tools

Communication Tool	Usage
UMB Alerts	Provides emergency notification.
UMB ReadyOps	UMB ReadyOps is the primary platform for routine and incident-specific situational awareness for the CORE departments (see Table 1).

Communication Tool	Usage
Signal App	Signal is used for rapid communication among several functional-specific groups of the emergency management program. Signal is primarily used for sharing initial situational awareness and to coordinate tactical operations.
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.

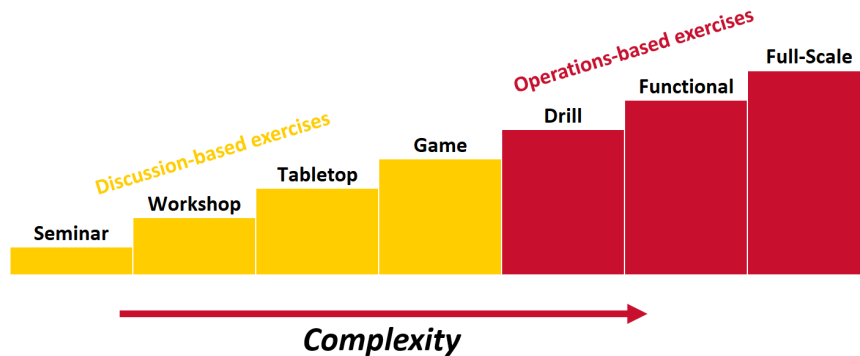
Chapter 5: Integrated Preparedness Planning

UMB integrates preparedness efforts to achieve the objectives and milestones of the strategic plan. UMB applies proactive and reactive inputs to guide and prioritize planning, organization, equipment, training, and exercise activities. Proactive inputs include the THIRA/CA, legal requirements, and training needs assessment. Reactive inputs include corrective actions identified from exercises and incidents.

5.1 Building Readiness

- As preparedness plans are written and maintained, the exercise, evaluation, and corrective action process increases readiness of personnel through appropriate periodic familiarization and validation of plans, policies, procedures, equipment, and facilities identified to support the emergency management capabilities
- Those who have roles and responsibilities assigned in the UMB EOP are expected to actively engage in training and exercise opportunities.
- The trainings and exercises offered annually are described in the multi-year training and exercise schedule of the IPP which may be available upon request by emailing EmergencyManagement@umaryland.edu.
- 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 IPP 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 are 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, digital signage boards, and handouts about hazards and preparedness.
- (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.

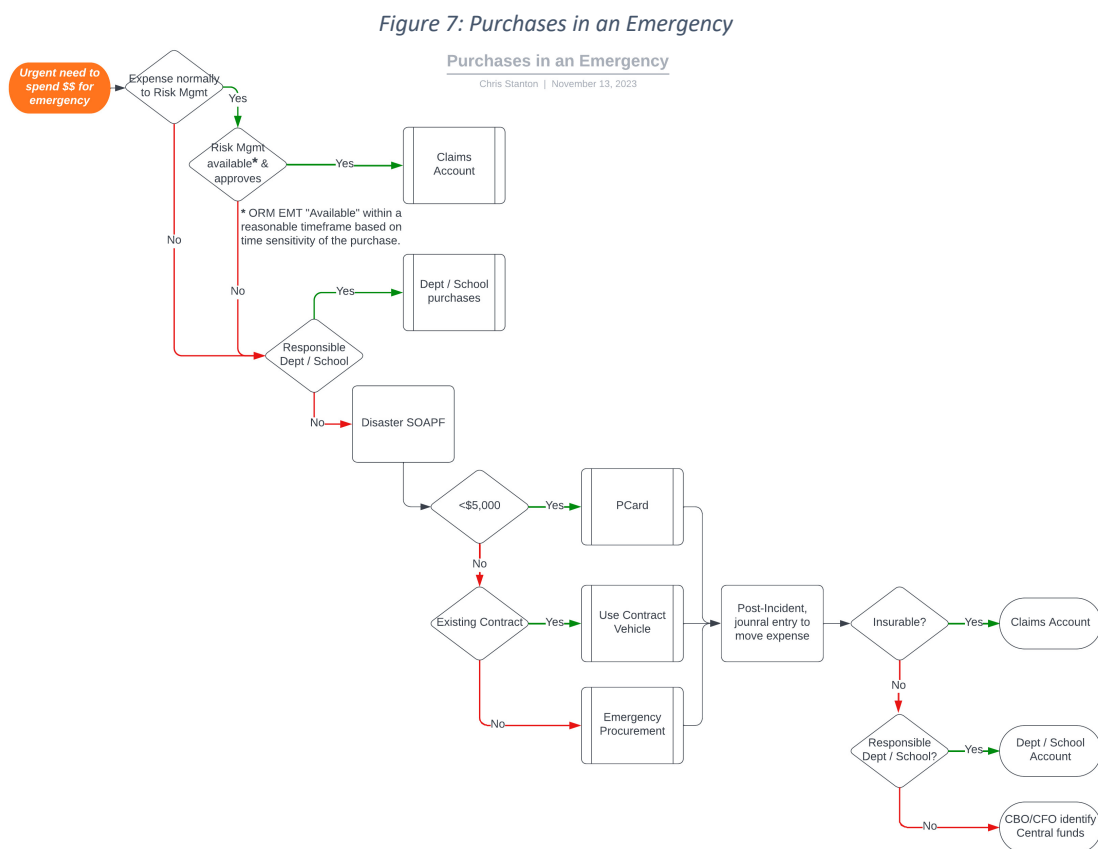
6.1 Administration

- (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, May 15, 2020](#). – 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) The UC will verify that the appropriate department(s) notify the UMB Office of Risk Management at UMBRiskManagement@umaryland.edu for incidents that involve property loss and damage.
- (d) Reasonable efforts will be made to document emergency expenses to apply for appropriate reimbursement from state and federal sources.

(e) The figure below illustrates the process to make purchases under urgent conditions during an emergency:



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 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 UC/IMT will make a formal request to the Maryland Department of Emergency Management.

Chapter 7: Plan Development and Maintenance

7.1 Plan Development

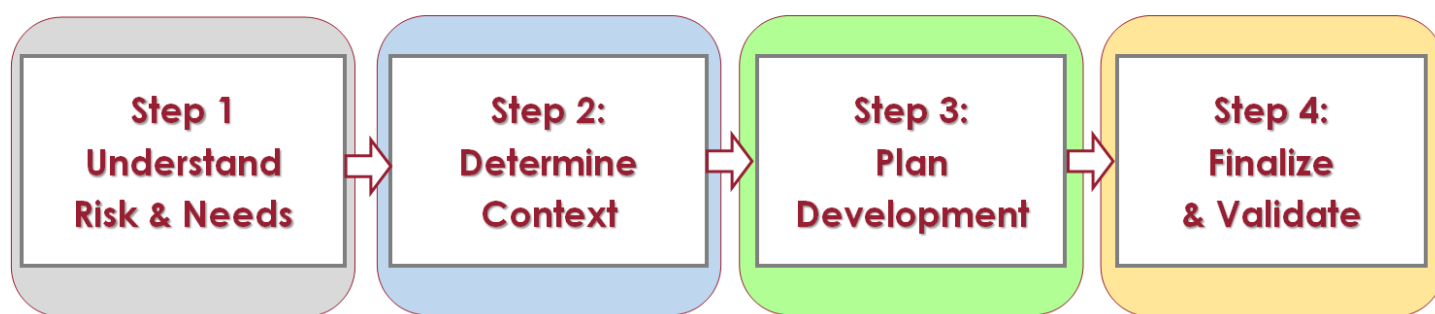
- (a) This EOP was developed to comply with the requirements of USM Policy on Campus Emergency, Planning, Preparedness, and Response and the Emergency Management Accreditation Program Standard.

7.2 Planning Process

- (a) The following figure illustrates the formal planning process to develop the hazard mitigation, emergency operations, recovery, and continuity of operations plan. The spirit of this process is to ensure appropriate hazards are considered, stakeholder input is included, and plans are consistent in quality.

Figure 8: Planning Process

Emergency Management Planning Process



- (b) The following provides a guide on actions for planners to consider. It may not be necessary to perform every action for all plans, nor specifically follow the chronological order in which actions are listed below.
- Step 1: Understand Risk & Needs
 - Clarify leadership expectations and/or priorities for the plan.
 - Identify statutory, regulatory, certification, and/or accreditation requirements for the plan.
 - Determine threats and hazards most relevant for the plan to consider, and generally how consequences to life safety, financial loss, social impact, reputation of the institution, or impact to the environment may be managed by this plan. Consider root cause of these consequences to identify potential opportunities for prevention, mitigation, preparedness, and new response capabilities (ex. evac & shelter in place) that may be documented in the plan.
 - Gather information, that this plan could model, about how UMB, peer institutions, and industry best practices have previously addressed the problem/requirement through policy, planning, organization, engineering solutions, equipment, training, and/or education.
 - Begin consideration of how the plan may address access, functional, language needs, and the individual personal preparedness of students and employees.
 - Develop a schedule to guide the remainder of planning.

- Step 2: Determine Context
 - Consider stakeholders to involve in planning. Include departments that perform essential program functions likely to be part of this plan, schools and other entities who may be appropriate, as well as opportunities for input by EMAG and the EMT.
 - Draft a purpose statement and scope of the plan.
 - Write objectives to tell the story of what the plan accomplishes, within context of the purpose and scope. The objectives should consider the results of Step 1 and may address how the plan would ensure life safety, property protection, environmental protection, restoration of critical utilities and essential functions, and/or facilitate coordination with key stakeholders.
 - Document the situation and assumptions.
 - Engage with appropriate stakeholders to gain input and apply feedback to the purpose, scope, objectives, and intended direction of the plan.
- Step 3: Plan Development
 - Create a concept of operations with roles and responsibilities that are realistic based on available resources, meets requirements for the plan, and applies best practices.
 - Write the full plan with appropriate granularity that the concept of operations may be achieved. Consider development of graphics, maps, tables, and figures to aid readers of the plan. Document how the plan will be evaluated, maintained, and updated.
 - Engage with appropriate stakeholders to gain input and apply feedback on the draft plan.
- Step 4: Finalize & Validate
 - Complete an edit of the plan to ensure a professional appearance (word choice, spelling, grammar, layout, acronyms, etc.)
 - Obtain final consensus from stakeholders with roles and responsibilities identified in the plan.
 - Obtain appropriate-level leadership approval of the final plan, then disseminate it among appropriate stakeholders.
 - Provide advice on what training and/or exercise needs this plan may create.

7.3 Evaluation

- (a) This EOP will be exercised periodically, in accordance with the IPP.
- (b) At the conclusion of an exercise, operational-level activation in which this plan was utilized, or at the request of leadership or the UC, 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) 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 EOP, annexes, and supporting procedures.
- (b) The Multi-Year Emergency Management Strategic Plan and supporting work 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 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,

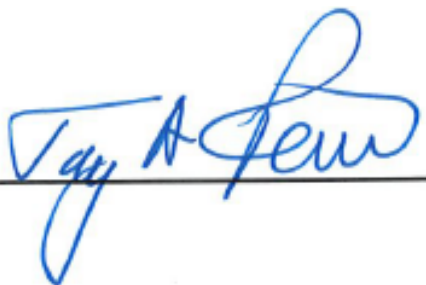
I present the following designation of authority, in accordance with the University System of Maryland bylaws, policies, and procedures Section VI – 13.00 – Policy on Campus Emergency Planning, Preparedness, and Response.

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.

President   Date

Appendix B: Organizational Roles and Responsibilities

- (a) The EMT Roster is available here: <https://www.umaryland.edu/emergency/oem/emergency-management-team>
- (b) Each organization that is part of the EMT is expected to identify a primary, backup, and tertiary individual to represent the organization.
- (c) To verify or make changes to individual organizational points of contact on the EMT, email EmergencyManagement@umaryland.edu.
- (d) Within this appendix are descriptions of department activities and resources which may be used to manage an emergency within context of this EOP.

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 to implement the activities above.

Communications and Public Affairs

Overview:

The Office of Communications and Public Affairs (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 inquiries; 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.

Community and Civic Engagement

Overview:

The Office of Community and Civic Engagement (OCCE) is a department of the Office of External Relations. The mission of the OCCE is to build and maintain authentic and mutually beneficial partnerships between the university and Baltimore communities to improve health and advance the public good through direct service and systemic change. In an emergency, the OCCE's primary function will be to coordinate the management of UMB volunteers to respond as appropriate. The OCCE will leverage its existing volunteer site and relationships with the Office of Communications and Public Affairs, Staff and Faculty Senates and the Division of Student Affairs, to recruit volunteers.

Description of activities:

- Assess community need to deploy volunteers.
- Coordinate the management of volunteers during an emergency with UMB Student Affairs, Staff Senate, and Faculty Senate, to serve public and nongovernmental organizations within west Baltimore.
- Coordinate with Office of Communications and Public Affairs in using existing channels of communications across campus

Resource Management:

- Utilize departmental volunteer opportunities website.
- Maintain a contact list of internal and external community serving partners.
- Deploy two fifteen passenger vans to UMB authorized drivers, to aid in delivering supplies to volunteers or impacted community.

Construction and Facilities Strategic Acquisition

Overview:

Construction and Facilities Strategic Acquisition (CFSA) supports the administrative and business needs of the University through soliciting competitive bids and proposals, and administering the resulting contracts, including but not limited to the following: architectural/engineering services, construction management services, design build contracting services, general contracting services, electrical contracting services, mechanical contracting services, hazardous material abatement, automatic temperature controls, and landscaping. CFSA has the authority to declare if an emergency procurement is warranted and coordinates with relevant partners to ensure compliance with university regulations.

During an emergency, CFSA is the conduit for construction and maintenance purchases and works closely with Facilities Operations departments to conduct emergency and time-sensitive procurements. CFSA supports property protection, restoration of essential utilities, and continuity of essential functions and programs by performing various logistic and administrative functions that facilitate emergency procurement, resource acquisition, and contract administration.

Description of activities:

- Conducts emergency procurement when an emergency condition exists that prevents the use of formal competitive procurement.
- Performs time-sensitive procurement that is needed to address facilities and construction services for incidents with a current/imminent risk to safety, property, and public health.
- Manage administrative tasks required for emergency procurement and institutional contracts that provide response and recovery services.

Resource Management:

- Maintains list of institutional cooperative and on-call contracts for construction and maintenance services

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 Operations and Maintenance 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.

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 THIRA to systematically identify hazards that present the most probability and vulnerability to the UMB community. Based upon the THIRA, 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 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 Department of Emergency Management and private sector vendors.

Resource Management:

- Secure an alternate EOC to anticipate a disruption to service or an inoperable primary facility.
- Develop job aids to support IMT during activations.

Environmental Health and Safety

Overview:

Environmental Health and Safety (EHS) develops and implements programs to create a safe work environment, properly manage hazardous materials, and foster compliance with safety and environmental regulations. In an emergency, EHS fulfills several functional roles, to include biosafety officer and responsible official, and radiation safety officer and provides critical support and expertise on hazardous material management, occupational health and safety, and safety assessment. EHS is also charged with liaising with federal, state, and local agencies that require notice during an emergency. 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).

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 for incidents as follows:
 - Chemical Hygiene Officer for incidents involving Controlled Dangerous Substances or chemical materials,
 - Biosafety Officer/Responsible Official for incidents involving select agents or other biohazards, or
 - Radiation Safety Officer for incidents involving irradiators or radiological material.
- 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.
- Advise on safety matters during damage assessment.
- Coordinate private sector response for hazardous material cleanups.

Resource Management:

- Maintain appropriate contracts to support the cleanup of hazardous materials.

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 200 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 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 Operations and Maintenance

Overview:

Facilities Operations and Maintenance (O&M) is responsible for building maintenance across the campus community. O&M employs professional, technical, and service trade employees that work to address building repair, utility and energy infrastructure, and various building systems. O&M maintains the Work Control Center, which is the central hub of all maintenance resources, including personnel, resources, and building automation systems. O&M 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, O&M's primary focus is on continuity and restoration of utility infrastructure (power, water, chilled water, natural gas, and sewage) and on emergency repairs. O&M initiates the damage assessment process and closely coordinates with Design & Construction to address structural repairs. O&M 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 an integrated workplace management 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 O&M resources and secure resources to support an extended operation, such as mobile Wi-Fi, iPad, chargers, cots, and food.
- Maintain agreements with service providers for 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 can utilize statewide, other USM institutions' contracts, cooperative contracts (i.e. General Services Administration, E & I, U.S. Communities) or enter 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.

Fire Marshal

Overview:

Office of the Fire Marshal develops and implements programs to create a safe work environment compliant with fire code and safety regulations. In an emergency, the Fire Marshal provides expertise on life safety code and systems and would be the primary liaison with the Office of the State Fire Marshal and Baltimore City Fire Department.

Description of activities:

- As needed, fill command and general staff positions, and provide staffing assistance for the IMT and EOC. Fill relevant liaison roles if unified command is established with outside agencies
- Provide subject matter expertise and serve as the institutional official (Fire Marshal) for fires, to include performing post-incident fire damage and safety assessment.
- 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 life safety plans specific to the emergency.
- Provide support and subject matter expertise for the development of communications to the campus community on life safety issues specific to the emergency.
- Coordinate restoration of building fire and life safety systems.

Human Resources Services

Overview:

Human Resource Service (HRS) is responsible for all matters involving employees to include the recruitment, compensation analysis, benefit administration, performance, career development, and employee relations. HRS also performs conflict resolution, collective bargaining, and administration. HRS administers the University's essential employee policy and works closely with other human resource 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; provide guidance for addressing employee needs for different classifications i.e. hourly, nonexempt, and exempt.
- Coordinate with HR council and partners 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 cooperative understanding with other USM institutions as a redundancy and resiliency measure.
- Ensure HRS staff can work remotely through virtual private network tool.

International Operations

Overview:

International Operations (IO) provides specialized services to UMB units in support of international travel, safety and security, procurement, finance, human resources, compliance, and other operational areas. IO sets UMB standards for international operations and oversees operational compliance. Across its work, IO facilitates and promotes robust risk management. International Operations activates the Maryland Global Initiatives Corporation (MGIC), a UMB affiliate charged with supporting UMB's international activities and projects, when MGIC's specialized engagement is necessary, including when a sustained international presence is required in the form of dedicated personnel, physical office space, a bank account, or similar infrastructure outside the US. IO maintains UMB's travel accident and illness insurance coverage and works with International SOS, a leading medical and security support firm, to provide emergency support to UMB and MGIC personnel traveling or stationed overseas.

Description of activities:

- Act as focal point for managing a safety/security incident occurring outside of the United States or its territories that has an impact on UMB assets, personnel, and programs.
- Monitors incident and event notifications from third-party security risk management vendors and determines scope of impact to UMB.
- Coordinates with other academic institutions, agencies and non-governmental organizations for information sharing and response benchmarking.
- Initiates contact with International SOS or insurance company as needed.

Resource Management:

- Liaises with International SOS to authorize external medical and security support as required.
- Leverage the MGIC mechanism to facilitate payment of safety/security support to external vendors outside of an event supported by International SOS or covered by UMB's travel accident and illness insurance coverage.

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 O&M 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.

Public and Occupational Health

Overview:

The Office of Public and Occupational Health (POH) is the lead department for public health emergencies. POH monitors, coordinates, advises, and communicates public and occupational health information to the campus community. During a health-related emergency, POH is the primary contact and liaison for the local, state, and federal public health agencies and health care systems. POH administers the UMB Infectious Disease Plan and proactively evaluates the university's risk exposure to mitigate and address public health concerns.

Description of activities:

- Provide subject matter expertise and assist with coordinating the institution's response to public health emergencies.
- Provide support and subject matter expertise for the development of communications to the campus community on health issues specific to the emergency.
- Provide subject matter expertise for the development of medical plans specific to the emergency.
- Oversee implementation of outbreak response plan during a public health emergency.
- Brief leadership on status of public health emergency and recommend actions.
- Oversee and coordinate public health emergency activities such as contact tracing, symptom surveillance and monitoring, distribution of medical countermeasures.

Resource Management:

- Point of Distribution Memorandum of Understanding (MOU) with Baltimore City Health Department.
- School of Medicine agreement for occupational medicine physician.

Police & Public Safety

Overview:

The University Police & Public Safety Department is an accredited agency provides law enforcement for the campus community. The department's 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.

Police & Public Safety: 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 O&M 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 to provide consistent information to those calling in.
- Track non-emergency calls to guide crisis communications and public information efforts on frequently asked questions.
- Aid 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 laboratory safety practices.
- Coordinate with Facilities O&M 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.

Police & Public Safety: 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, 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.

Student Affairs

Overview:

The Division 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 regarding 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 and psychiatric 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, to implement the activities above.

School EMT, Subject Experts, and Agency Representatives

Description of activities:

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

Appendix C: Glossary

Alert: Communications, originating from public safety officials, for the public to provide threat or hazard information.

All-hazards: An approach to planning allowing for similar processes to be followed regardless of the hazard.

Continuity of Operations (COOP): Capability to continue performing the most important and time sensitive work, even when disrupted by a threat or hazard.

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 essential processes or vital services. The Emergency Management Program seeks 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.

Essential Program Functions: Activities that enable UMB to carry out emergency response actions, provide vital services, protect the safety and well-being of students, employees, and visitors, and financial viability to implement the EOP.

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: Plans that describe strategies for managing a specific hazard with procedures that are unique for the hazard including unique actions, roles, and responsibilities.

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, coordination, and execution of efforts to restore vital services and infrastructure impacted by an emergency/disaster.

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

Response: Efforts to minimize the short-term direct effects of an incident threatening life, property, environment, or essential utilities.

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 considered 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 those records essential to protecting the legal and financial rights of that organization directly affected by its activities.

Vital Services: Activities that serve to provide for 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 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.

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
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
THIRA/CA	Threat and Hazard Identification, Risk Assessment, & Consequence Analysis
HRS	Human Resource Services
IMT	Incident Management Team
IPP	Integrated Preparedness Portfolio
O&M	Maintenance and Operations
MIEMSS	Maryland Institute for Emergency Medical Services Systems
NIMS	National Incident Management System
OCCE	Office of Community and Civic Engagement
OCME	Office of the Chief Medical Examiner
OCPA	Office of Communications and Public Affairs
OEM	Office of Emergency Management
PCC	Police Communications Center
PIO	Public Information Officer
SMC	Southern Management Cooperation
UC	Unified Command
UMB	University of Maryland, Baltimore
UMMC	University of Maryland Medical Center
USM	University System of Maryland
VAMC	Veterans Affairs Medical Center