



ADMINISTRATION AND FINANCE

University of Maryland, Baltimore

Continuity of Operations Plan

2025

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Chapter 1: Introduction

Purpose

This Continuity of Operations (COOP) Plan provides the overarching program management framework for the University of Maryland, Baltimore (UMB) Continuity Program. It identifies how the Office of Emergency Management (OEM) supports offices and schools (herein known as “departments”) plan and prepare to continue performing the most essential work despite interruptions and impacts to, “people, places, and things”.

Continuity Planning Overview

What is the UMB COOP Program?: The UMB COOP Program guides initiatives to reduce the potential for broad disruption to UMB, and provides a process, guidance, and resources to aid departments in developing their own COOP plan.

Why are department COOP Plans needed?: COOP plans identify people, places, and things needed to perform one’s “essential functions” despite emergency disruptions.

What are “essential functions”?: Essential functions are activities that a department performs that if suspended for less than 30 days, will result in significant adverse consequence.

Which departments need a COOP Plan?: All departments are encouraged to prepare for disruptions to their daily operations and may use the planning tools outlined in this framework to create a comprehensive plan. OEM provides direct continuity planning support to departments that perform essential program functions. Each department is responsible for identifying someone within their department to ensure their COOP plan remains accurate and realistic.

When is a COOP Plan used?: The COOP plan should be used anytime there is a significant disruption in the normal operations of one or multiple “essential functions.” COOP plans are developed with the people, places, and things in mind, outlining the resources that must be functional and available in order to conduct said activity. In the event any of these components are disrupted, activation of the COOP plan should occur. While the COOP plan is developed with large-scale emergencies in mind, these components can be activated anytime day-to-day operations are at risk.

How is a COOP Plan Activated?: A COOP Plan is activated when a pre-defined leader, also known as the “Plan Implementation Manager,” identifies a change in day-to-day operations, creating a need for continuity activities to take place.

How does the EOP play into COOP planning?: The UMB Emergency Operations Plan (EOP) serves as the foundation for managing and directing resources towards the coordination of campus-wide response and recovery efforts. In contrast, a department COOP plan focuses on addressing impacts being experienced by that particular departments. In other words, during an emergency, “the EOP describes how to help others, while a COOP plan describes how you help yourself”.

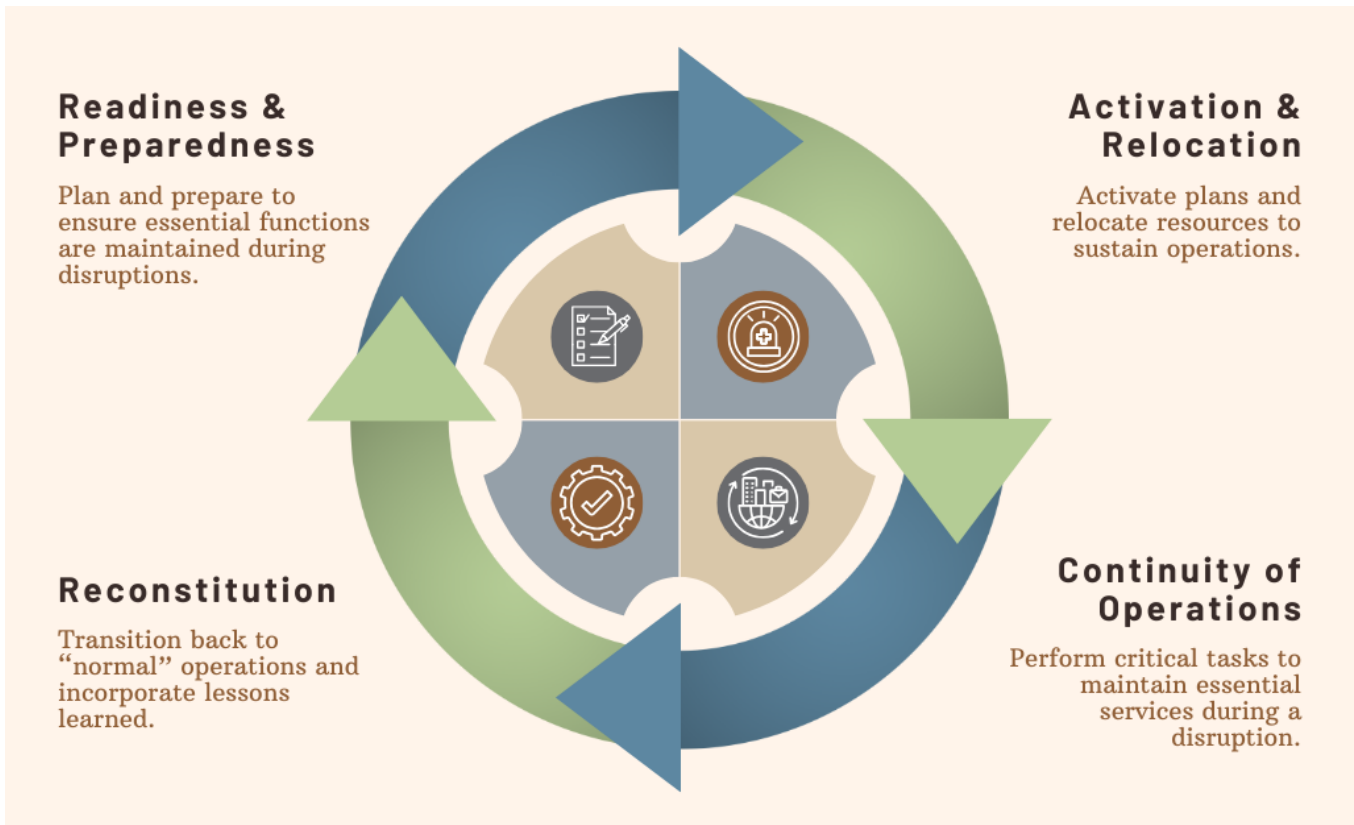
Chapter 2: Continuity Basics

COOP is the readiness to continue performing the most important and time-sensitive work, even when disrupted by an emergency or disaster. Essential functions must continue without delay, and to achieve this outcome, secondary operating methods are identified and implemented when normal operating methods are unavailable. This chapter examines how the loss of “People, Places, and Things” may be mitigated.

Continuity Phases

Continuity of Operations occurs in four phases: 1. Readiness and Preparedness; 2. Activation and Relocation; 3. Continuity Operations; 4. Reconstitution. The graphic below provides a brief overview for the actions taking place in each of these steps.

Graphic 1: Phases of Continuity



Essential Functions

- (a) “Essential Functions” are activities that, if not performed for less than 30 days, or in time to meet mandatory requirements, would result in significant operational consequences. These functions may be performed daily, weekly, or in other time increments. This is known as “peak time periods.”
- (b) Failure to conduct an essential function may result in financial, operational, reputational or compliance impacts may result in significant adverse consequences.
- (c) Each essential function has vital “people, places, and things” that must be available in order to successfully carry out the function.

People: Who performs this function?

- a) Employees are integral to the performance of an essential function as they possess the required knowledge, skills, and abilities (KSAs).
- b) Once essential functions are identified, secondary and tertiary function owners must be identified as backups. These are individuals authorized to carry out the essential function in the absence of the primary function owner, and possess the KSAs for this function. This is known as the “delegation of authority.”
- c) Written procedures may aid backup personnel in performing an essential function. Cross-training, job shadowing, and planning activities are good practices to ensure readiness to perform the essential function.
- d) The temporary transfer of responsibilities includes authorities involving financial, human resources and legal matters. The COOP plan should outline when a delegation of authority should take place.

Places: Where is this function performed?

- a) Workspace is important for day-to-day purposes, and some locations have built in systems that cannot be easily replicated. If a primary office space is unavailable, a secondary or alternate operating facility should be secured to ensure essential processes continue.
- b) Telework is UMBs preferred alternate location strategy for most essential functions, but not everything can be accomplished via telework. There are several options for choosing an alternate location strategy.
- c) UMB’s OEM has created an [Alternate Space Requirements Tool](#) to assist departments in the selection of appropriate alternate facilities.

Things: What is required for this function to be performed?

- (d) Pre-planning is required to ensure IT Systems, Applications, Software, and Equipment are readily available and backed up in the event the primary resource is unavailable.
- (e) CITS provides management and maintenance of enterprise-wide IT resources as outlined in the UMB Disaster Recovery Plan. However, protecting the university’s systems and information is a shared responsibility. Although CITS manages enterprise-wide resource, departments must invest in local strategies to ensure processes continue.
- (f) Communication resource and equipment strategies are focused on having redundant and spare communication resources and equipment, while ensuring multiple service providers/vendors are on contract.
- (g) Creating a drive-away kit is recommended for departments required to physically locate to an alternate location. A kit usually consists of key documentation, equipment, contact lists, administrative supplies, and personal preparedness items (phone chargers, batteries, flashlight, ethernet cords, wi-fi devices).

Chapter 3: Continuity Planning Process

Process Overview

To ensure departments are prepared to continue operations, a standard planning process is deployed to orient departments to continuity planning, its required capabilities, and mitigation strategies. Departments completing a COOP plan will be expected to undergo multiple sessions in coordination with OEM to gain knowledge on continuity strategies, as well as identify their department’s essential functions. These sessions are outlined below and can be combined at the discretion of OEM. Prior to these sessions, the following roles should be clearly defined:

- **Departmental Continuity Planner (DCP):** The primary person responsible for gathering and entering department information into the COOP plan. In the event there are questions related to the materials contained in the plan, individuals should be directed to this person.
- **Plan Approver:** The person who is responsible for approving the plan and appointing primary and backup DCPs for their department.
- **Plan Implementation Manager:** Someone in the department with the authority to activate and carry out the contingency strategies outlined in this plan. This may be the same person as “Plan Approver.”

Table 1: COOP Planning Process

Planning Step	Led by	Audience	Outcome
COOP Orientation	UMB COOP Program Manager	DCPs	Training is received to orient DCP to continuity concepts and planning process.
Process Analysis Workshop		DCPs, official in charge, and key process owners	Identification of essential processes and people who perform them.
Continuity Strategies Workshop		DCPs, official in charge, and key process owners	Identification of strategies to mitigate disruption to essential processes
Plan Development	DCPs	DCP and Planning Team	Documented strategies to mitigate disruption to essential processes in a completed Continuity Plan

Veoci, a cloud-based system, is a powerful tool used to create and update COOP plans, while compiling the data to provide real-time dashboards of continuity impacts. This system is the chosen tool for COOP maintenance at UMB. OEM will provide training on the use of Veoci, as well as provide guides for completing departmental COOP plans.

Plan Revision

Departments who have a COOP plan should undergo revision every two years, or as necessary based on significant departmental changes. Those departments identified in the EOP as “CORE departments” are required to maintain and revise their COOP plan every two years, with all other departments being highly encouraged to follow this same standard. While individual departments are responsible for their own COOP plans, OEM will coordinate with each department with reminders, training resources, and one-on-one discussions, as necessary.

Chapter 4: University-Wide Preparedness

Continuity is typically a very individualized concept; however, building resilience as a university requires the collaboration of many stakeholders to limit the risk of operational failure. Therefore, it is crucial that each department understands its individualized role and is prepared to support its essential functions, while also recognizing their larger role in maintaining the continuity of the university during any continuity event.

Essential Program Functions (EPFs) include those university-wide services to deliver emergency response actions, provide vital services, protect the safety and well-being of the campus community, and maintain the economic base. Below is a list of key stakeholder contributions to enhance the resilience of UMB. Please note, this list is not all-inclusive as each department plays a unique role in individual and university preparedness.

Table 2: Key Stakeholder Contributions

Key Stakeholder Contributions to UMB COOP	
Department/Position	Essential Program Functions
Center for Information Technology Services (CITS) / School IT	<ul style="list-style-type: none"> Responsible for disaster recovery program and procedures for safeguarding and recovering critical applications and records
Communications and Public Affairs	<ul style="list-style-type: none"> Create and disseminate emergency public information Lead crisis communications process
Community Engagement	<ul style="list-style-type: none"> Coordinate the management of volunteers
Construction and Facilities Strategic Acquisition	<ul style="list-style-type: none"> Coordinate the procurement for Facilities Operations resources
Design and Construction	<ul style="list-style-type: none"> Support damage assessment Provide engineering expertise support
Emergency Management	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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Key Stakeholder Contributions to UMB COOP	
Department/Position	Essential Program Functions
Environmental Services	<ul style="list-style-type: none"> • 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
Facilities Operations and Maintenance	<ul style="list-style-type: none"> • 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)
Finance and Auxiliary Services	<ul style="list-style-type: none"> • Perform administration and finance to include Budget and Financial Management, Purchasing of Goods and Services, Financial System Support, Compliance Oversight
Fire Marshal	<ul style="list-style-type: none"> • Manage fire protection program and advise on life-safety
Human Resource Services (HRS)/ School Human Resource Liaisons	<ul style="list-style-type: none"> • Manage Human Resource network • Issue guidance on employee matters and maintains human resource information such as benefits and leave
International Operations	<ul style="list-style-type: none"> • Direction, control, and coordination for safety and/or security incidents impacting UMB travelers overseas
Parking and Transportation	<ul style="list-style-type: none"> • Manage resources including the UMB shuttle and parking contracts • Maintain accessibility to garages and communication with parking staff • Perform debris removal (i.e. snow) around garages
Public and Occupational Health	<ul style="list-style-type: none"> • Monitor, coordinate, advise, and communicate information on public and occupational health
Students Affairs	<ul style="list-style-type: none"> • Provide temporary shelter in the Campus Center • Coordinate with Housing, Student Counseling, and URecFit and Wellness, and Campus Center
Police & Public Safety	<ul style="list-style-type: none"> • 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

Appendix A: Alternate Space Requirements Tool

School/Dept.:		Name / Number of Contact:	
<p>Instructions: When a UMB facility is impacted, the Continuity Manager and dept./school facility manager will use this form to gather gaps in requirements needed by impacted unit(s) for an alternate space. Needs should be identified based on the following:</p> <ul style="list-style-type: none"> • Must: Without, classes will be cancelled, research will halt, animals will be compromised, essential processes will not be able to be performed. • Should: Without, disruption to student services, academics, research, and/or essential processes will be significantly disrupted. • Nice: Desirable to have in an alternate space, but without it impacts will only be minor to moderate. 			

Overall	
What are the essential activities (important and time-sensitive) that require an alternate space to continue being performed? Do they include animal care, patient care, student services, academics, and/or research operations?	
Based on your answer above, what is the <i>most important</i> to resume in an alternate space?	

Requirement Gaps	Must have	Should have	Nice to have
Animal Care			
1. Feasibility to relocate to vacant animal care space on campus?			
2. Regulatory requirements for the location?			
3. Drains			
4. Water			
5. Lighting			
6. Temperature control			
7. Ventilation			
8. Specialized equipment needs?			

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Requirement Gaps	Must have	Should have	Nice to have
Research			
9. Regulatory requirements for the location?			
10. Refrigeration / freezer needs? (Ex: -80 freezers)			
11. Specialized safety features (Ex: Biosafety cabinets, Fume hoods)			
12. Specialized equipment needs?			
13. Other facility requirements not already identified?			
Clinical Care			
14. Patient care facility requirements			
15. Regulatory requirements for the location?			
16. Specialized equipment needed?			
Academics			
17. Academic delivery facility requirements			
18. How many concurrent classrooms are needed? <ul style="list-style-type: none"> • Max occupancy? • When do classes occur (dates and times)? 			
General Facility Needs			
19. Hazardous materials requirements? (<i>Delivery, storage, and waste removal needs</i>)			
20. Accessibility and mobility need for those occupying the space? (Ex. Wheelchair ramps)			
21. Electrical power requirements?			
22. Require 24/7 or overnight access?			
23. Physical security needs? (Ex. access control, key lock, cameras)			
24. Require a public facing/reception location?			
25. Need for central support services (Ex. EVS or Security)?			

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Requirement Gaps	Must have	Should have	Nice to have
26. Do you have needs to protect sensitive data? (Ex. HIPAA, etc.)			
27. IT connectivity requirements? (Ex. network, Wi-Fi)			
28. Telecommunications needs?			
29. AV equipment?			
30. Equipment needed, and you don't have?			
31. Storage requirements?			
32. Require a loading dock and freight elevator?			
33. Transportation considerations? (Ex. MTA stop)			
34. Other facility needs not already identified?			
35. Other workspace facility requirements not already identified?			

Obtaining Needs	
36. What partner institutions could offer space?	
37. What partner institutions could offer resources / equipment?	
38. What resources or equipment is undamaged and could be moved from the impacted facility to an alternate facility?	
39. What do you anticipate needing to procure?	
40. What is the gap between what the school/dept. can provide vs is currently unmet?	