



**Emergency
Management
Operations Plan**

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Contents

- Introduction 3
- Mission Statement 3
- Purpose of the Plan 4
- Policy Statement 4
- Scope of the Plan 4
- Assumptions..... 5
- Exercising and Maintaining the Plan 5
- Training and Awareness..... 5
- Emergency Response Team (ERT)* 5
- Command Centers..... 6
- Emergency Management 6
- Conference Call Bridge 7
- Emergency Operations Center (EOC) Activation Guidelines 7
 - Activation Authority 8
 - Emergency Levels..... 8
- Incident Action Plan (IAP)..... 9
- Annex A : Mass Care Annex..... 10
 - Implementation 10
 - Shelter Location and Operation 10
 - Emergency Food Services 11
 - Emergency First Aid 11
- Annex B: Campus-Wide Shelter-In-Place Procedures 11
- Annex C: Evacuation 12
 - Evacuation Sites 12
- Annex D: Plan Storage..... 14
- Annex E: Plan Terminology 14

Introduction

Emergencies can occur at any time, without warning. In the event of an emergency, taking all reasonable and appropriate steps to protect people, property, and the university's interests is essential. The university's emergency management procedures are implemented first and go into effect when an emergency or crisis situation occurs.

All emergency or crisis events will require some degree of recovery before resumption of normal activity. The extent of recovery activity required depends on the consequences of a particular crisis. Soon after an emergency situation is stabilized, planning for recovery should begin. The purpose of this plan is to define the management process for mitigation of emergency events. The AU Business Continuity Plan defines the recovery and continuity processes developed to restore American University's critical functions. Emergency operations flows into business continuity using the same general structure, command systems, communications strategies and organization.

Mission Statement

It is the mission of American University to respond to an emergency situation in a safe, effective, and timely manner. University personnel and equipment will be utilized to accomplish the following:

- Protect lives and reduce chances of injury or death
- Protect university assets and minimize loss of data
- Maintain public image and reputation
- Minimize the critical decisions to be made in a time of crisis
- Restore general campus operations

To the greatest extent possible, regulations regarding the protection of the environment will be complied with during disaster response activities.

Purpose of the Plan

The purpose of the American University Emergency Management Plan (Plan) is to establish an organizational structure and procedures for response to major emergencies that disrupt normal campus operations such as, but not limited to, fires, storms, hazardous materials incidents, and terrorist threats.

Policy Statement

The purpose of this policy is to formalize American University's emergency management and continuity of operations planning process and provide guidelines for the developing, maintaining and exercising its Plan. This policy provides for:

- The response to emergency scenarios and disasters
- Creation of an operational framework to allow efficient coordination with internal and external responders.
- Facilitate transfer of response efforts to recovery activities described in the

Business Continuity Plan

Scope of the Plan

This Plan is a university-level plan that guides the response of appropriate American University (AU) personnel and resources during an emergency or crisis event. It is the official Emergency Management Plan for AU and supersedes previous plans. Nothing in this Plan shall be construed as limiting the use of good judgment and common sense in matters not foreseen or covered by components of the Plan or its appendices.

The Plan and organizational structure shall be subordinate to Federal or District plans during a disaster declared by those authorities.

Assumptions

This section identifies assumptions made by American University's Emergency Management Plan.

The type of disaster (fire, civil unrest, natural disaster, terrorist attack, chemical spill) and the impact of the disaster will vary significantly.

Exercising and Maintaining the Plan

The **Emergency Management and Continuity of Operations Plan** will be exercised annually, resulting in a review and, if necessary, revision of the Plan.

The Assistant Vice President of Risk, Safety, and Transportation Services is responsible for exercise script development, execution, monitoring and reporting.

Training and Awareness

Emergency management and continuity training will focus on preparing the emergency response team and the recovery teams to execute the Plan and to recover critical processes within the stated objective.

Emergency Response Team (ERT)*

Assistant Vice President of Risk, Safety, and Transportation Services

Assistant Vice President of University Police and Emergency Management

* Others added based on specific incident needs.

The Emergency Response Team fulfills many operational functions during an emergency, and is the primary vehicle for managing emergency response from an implementation standpoint. The ERT reports directly to the EOC or incident scene and has responsibility for overseeing mitigation strategies during the active incident. The ERT is responsible for communicating the incident status to the Cabinet and making the necessary management

decisions to support the recovery efforts. The ERT Leader has overall responsibility for the team and communications with the Cabinet.

The objectives and the functions of this team are:

- Make a preliminary assessment of the damage and prepare an Incident Action Plan.
- Notify the Cabinet of current status, impact to university operations and plan of action.
- Initiate the IAP.
- Organize and manage the EOC as a central point of control for the incident management and recovery efforts.
- Organize and provide administrative support to the incident.

Command Centers

Command Centers are set up at central locations for university communications and decision-making during a crisis situation. Command Centers will be set up in response to a crisis and will be equipped with copies of the Emergency Management and Business Continuity Plan documents and other resources that may be needed in a disaster.

Emergency Management

During the initial response, the Assistant Vice President of University Police and Emergency Management or designee will review the situation and will choose appropriate actions such as evacuating the campus or specific buildings. The Assistant Vice President of University Police and Emergency Management or designee will be responsible for coordinating the initial response to an on-campus emergency to include notifying and coordinating with external resources such as the Metropolitan Police Department (MPD) or the District of Columbia Fire and Emergency Medical Services Department (DCFEMS) and for sending emergency notifications to the university campus community through the AU Alerts or other approved mass notification system.

For situations requiring an extended or campus wide response, the president and Cabinet will review the situation and the president will choose appropriate follow up actions, such as

canceling classes, closing the university, communicating with the campus and the media, and securing emergency provisions. Communications regarding emergency situations requiring an extended response will be handled through the Vice President of Communication in accordance with the Communications Plan contained herein.

Police, fire, rescue, or medical officials from the District of Columbia, or the U.S.

Government may be on campus to assist. University emergency personnel and the campus community will rely upon the expertise of these professionals during an emergency.

During the damage assessment phase, the ERT will identify specifically who and what has been affected by the disaster. The ERT leaders will evaluate the event that has occurred and determine which response teams will be required to respond to the situation.

The decision to activate disaster recovery activities for the affected areas will be made after notification and review with the Cabinet.

Conference Call Bridge

Conference call bridges are available to enhance our emergency communications. These conference call bridges should be used in the event of an emergency when the entire group cannot assemble at one location, but needs to be informed and contribute to the decision making process.

The Cabinet and ERT leaders will be the Conference Call Chairpersons. They are responsible for setting up the conference call and for informing all call bridge participants what time they should call in.

Emergency Operations Center (EOC) Activation Guidelines

The EOC will be activated upon information and advice received from the ERT leader to facilitate the University's response and subsequent recovery from any emergency. Generally, the EOC is activated during two types of events: an immediate, unforeseen and ongoing incident, or a pending event for which there was some forewarning.

Activation Authority

The decision to activate the EOC rests with the ERT, The President or their designee may decide to convene an ad-hoc advisory group to assist in this determination.

Emergency Levels

levels of emergency operation have been identified, relative to the magnitude of the emergency. The decision to activate the EOC takes into account what level emergency the campus is experiencing:

- **Level 1 (“Standby/Alert”)**—the emergency involves a localized department or building incident that can be quickly resolved with internal resources or limited help. A Level 1 emergency has little or no impact on personnel or normal operations outside the locally affected area. Impacted personnel or departments coordinate directly with operational department personnel from the AUPD, Risk, Safety and Transportation Services, Facilities, Housing, Campus Life or other units to resolve Level 1 conditions. The EOC is not activated, but appropriate EOC personnel are informed and placed on alert status.
- **Level 2 (“Partial Activation”)**—a mid-level emergency that disrupts sizable portions of the campus community and can no longer be managed using normal procedures. Level 2 emergencies may require assistance from external organizations. These events may escalate quickly, and may have serious consequences for mission- critical functions and/or life safety. The EOC is partially activated (i.e., some, but not all Cabinet members are convened) to coordinate and support the response to the incident. EOC staffing decisions are made by the ERT and depend in part by the scope of the incident and the extent of coordination needed to respond to the incident.
- **Level 3 (“Full Activation”)**—a major incident that adversely affects the entire campus, and may also affect the surrounding community. During a Level 3 emergency, normal university operations could be suspended. The effect of the emergency is wide-ranging and complex and a timely resolution of disaster conditions requires broad cooperation and extensive coordination. The EOC is activated in either its primary or an

alternate location. All or most ERT members and the Cabinet are activated. All emergency personnel should report for duty.

Incident Action Plan (IAP)

An IAP formally documents incident goals, operational objectives, and the response strategy defined by the Emergency Response Team leader. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Equally important, the IAP facilitates dissemination of critical information about the status of response resources. Because incident parameters evolve, action plans must be revised on a regular basis to maintain consistent, up-to-date guidance.

The following should be considered for inclusion in an IAP:

- Incident goals (what the response teams want to achieve at the end of the response)
- Operational objectives (major areas that must be addressed in a specified operational period to achieve the goals)
- Response strategies (priorities and the general approach to accomplish the objectives)
- Response tactics (methods developed to achieve the objectives)
- Assignment lists with specific tasks
- Critical situation updates and assessments
- Resource status updates
- Health and safety plan (to prevent responder injury or illness)
- Communications plan (how functional areas can exchange information)
- Logistics plan (e.g., procedures to support operations with equipment, supplies, etc.)
- Additional component plans, as indicated by the incident.

Annex A : Mass Care Annex

Mass care services include, but are not limited to, providing shelter, food, and emergency first aid assistance to members of the AU community—and possibly some of our neighbors—following a disaster severe enough that temporary shelter is necessary. This assumes that the disaster would be of such magnitude that roads may be impassable, communications systems limited or unavailable and emergency assistance delayed, forcing the University community to implement and manage mass care procedures independently for a short period of time, not exceeding 72 hours.

Implementation

The President will implement mass care procedures when shelter is necessary for longer than 12 hours. The ERT will coordinate opening and operating the shelters. Other emergency response operations may be taking place simultaneously, requiring close coordination and communication between the ERT and other who may be assisting with this type of disaster. The ERT will be responsible for establishing contact with local emergency responders, American Red Cross, Sibley Hospital and any other necessary agencies to alert them of the situation and request assistance as needed. The ERT leader will be responsible for communicating to the President and his Cabinet on the status of the crisis.

Shelter Location and Operation

The nature of the disaster and number of people needing shelter will dictate where shelter facilities will be set up and how much outside support the University will have available from agencies such as the American Red Cross. If the disaster affects more than just American University, there will be fewer resources available from outside sources.

If necessary, any campus facility may be prepared as a shelter.

Shelters will operate on a 24-hour basis, with. Shift supervisors will assist the shelter manager with shelter operations. Initial assessment by members of the ERT will include an estimate of

the number of people requiring services, and staffing and support requirements for the next 48 hours.

Emergency Food Services

Current contracts with food service providers require the capacity for food preparation and service for several days. Contractors are required to provide staff for food service in any conditions, but facility impairment may limit or prevent food service. External food service delivery strategies include mobile kitchens, catering services, and bulk food delivery. Emergency food services are coordinated through the ERT using available resources.

Emergency First Aid

Emergency first aid will be provided by AUPD and Student health staff with appropriate training and certifications .

Annex B: Campus-Wide Shelter-In-Place Procedures

In certain emergency situations, the campus community may be advised to shelter-in-place to avoid or minimize exposure to outside risks. Risks could include chemical or radioactive releases and some weather-related emergencies.

Once shelter-in-place instructions have been communicated, students, faculty and staff should either stay in the building they are in when they get the message or if outside, go to the nearest building and await further instructions. While it may be advisable to shelter-in-place in certain situations, no one can be forced to do so.

The ERT will communicate the appropriate message to facilities management staff about shutting down heating, ventilating and air conditioning systems in affected buildings.

Typically, emergencies that require sheltering-in, will not last more than three to five hours. However, individuals should keep an extra supply of prescription medicine, water and small amounts of non-perishable food or other essentials on hand in the event the emergency goes beyond 12 hours.

If the President is informed by the DC Homeland Security and Emergency Management Agency or other civil authority that the campus community is advised to stay for an extended period of time (longer than 12 hours) mass care procedures will be implemented.

Annex C: Evacuation

In certain emergency situations, all or portions of the campus community may be advised to evacuate campus to avoid or minimize exposure to risks. Risks could include loss of critical services or infrastructure, threats of violence or civil disturbance.

Short-term evacuation will be coordinated through the ERT with notification to the community through AU Alerts or mass notification strategies.

Long-term evacuation will require significant external resources and will be managed by the ERT.

Evacuation Sites

The default evacuation sites for campus-wide evacuations are:

- Metropolitan Memorial Methodist Church at Nebraska
- New Mexico Avenue, National Presbyterian Church at 4101 Nebraska Avenue,
- St. Anne Church at 4001 Yuma Street

AU Building	Evacuation Site
3201 New Mexico Ave.	Bender Library
4200 Wisconsin Ave.	WCL Warren Building
4401 Connecticut Ave	UDC Building X
Anderson Hall	Mary Graydon Center
Asbury	Mary Graydon Center
Battelle-Tompkins	Mary Graydon Center
Beeghly	Mary Graydon Center
Bender Library	Mary Graydon Center
Butler Pavilion	Mary Graydon Center
Centennial Hall	Mary Graydon Center

Evacuation Sites **(Continued)**

East Campus Congressional	Mary Graydon Center
East Campus Constitution	Mary Graydon Center
East Campus Federal	Mary Graydon Center
East Campus – Meyers Building	Mary Graydon Center
Financial Aid	Bender Library
Gray	Bender Library
Hamilton	Bender Library
Hughes Hall	Mary Graydon Center
Hurst	Mary Graydon Center
Katzen	Ward Circle Building
Kay Spiritual Life Center	Mary Graydon Center
Kirwin Hall	Mary Graydon Center
Kogod	Mary Graydon Center
Leonard Hall	Mary Graydon Center
Letts Hall	Mary Graydon Center
Mary Graydon Center	Sports Center
McCabe	Mary Graydon Center
McDowell Hall	Mary Graydon Center
McKinley	Mary Graydon Center
Media Production Center	Mary Graydon Center
Nebraska Hall	Katzen Art Center
Osborn	Mary Graydon Center
President’s Office Building	Mary Graydon Center
Rockwood	Mary Graydon Center
Roper	Bender Library
School of International Service	Mary Graydon Center
Sports Center	Mary Graydon Center
Sports Center Annex	Mary Graydon Center
Spring Valley Building	Mary Graydon Center
Tenley Campus – Dunblaine	WCL – Warren Building
Watkins	Mary Graydon Center
WCL – Capital Hall	Spring Valley Building
WCL – Warren Building	Spring Valley Building
WCL - Yuma Building	Spring Valley Building

Annex D: Plan Storage

A copy of the **Emergency Management Plan, Continuity of Operations Plan** and technology recovery plans will be stored securely off-site with other reserve supplies. Plans will be maintained electronically and at each command center.

Personnel who leave American University and have a copy of the **Emergency Management and Continuity of Operations Plan** must return the copy and all attachments as part of the exit process.

Each Emergency Response Team member will maintain a current copy of the **Emergency Management and Continuity of Operations Plan**, which must be immediately accessible at home or work.

Annex E: Plan Terminology

Business Continuity— A comprehensive managed effort to prioritize key business processes, identify significant threats to normal operation, and plan mitigation strategies to ensure effective and efficient organizational response to the challenges that surface during and after a crisis.

Crisis— Any global, regional, or local natural or human-caused event or business interruption that runs the risk of (1) escalating in intensity, (2) adversely impacting the university's financial position, (3) causing harm to people or damage to property or the environment, (4) falling under close media or government scrutiny, (5) interfering with normal operations and wasting significant management time and or financial resources, (6) adversely affecting employee morale, or (7) jeopardizing the university's reputation, products, or officers, and therefore negatively impacting its future.

Crisis Management— Intervention and coordination by individuals or teams before, during, and after an event to resolve the crisis, minimize loss, and otherwise protect the university. Crisis management is a component of business continuity planning.

Command Center(s) — Specific room(s) or facilities staffed by personnel charged with commanding, controlling, and coordinating the use of resources and personnel in response to a crisis.

Critical Function — Activity or process that cannot be interrupted or unavailable for several days without having a significant negative impact on the university.

Critical Records — Records or documents that, if damaged, destroyed, or lost, would cause considerable inconvenience to the university and or would require replacement or recreation at a considerable expense to the university.

Damage Assessment — The process used to appraise or determine the number of injuries and human loss, damage to public and private property, and the status of key facilities and services resulting from a natural or human-caused disaster or emergency.

Disaster — An unanticipated incident or event, including natural catastrophes, technological accidents, or human-caused events, causing widespread destruction, loss, or distress to an organization that may result in significant property damage, multiple injuries, or deaths.

Disaster Recovery — An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, define the university's immediate intervention to minimize further loss from a disaster and to begin recovery, maintain viable recovery strategies and plans, and ensure the continuity of operations through personnel training, plan testing, and maintenance.

Emergency — An unforeseen incident or event that happens unexpectedly and demands immediate action and intervention to minimize potential losses to people, property, or revenue.

Emergency Response Team— A group of individuals with responsibility to oversee the recovery and restoration process being executed by the response teams.

Evaluation and Maintenance— Process by which a Plan is reviewed in accordance with a predetermined schedule and modified in light of such factors as new legal or regulatory requirements, changes to external environments, technological changes, test/exercise results.

Exercise— An activity performed for the purpose of training and conditioning team members and personnel in appropriate crisis responses with the goal of achieving maximum performance.

Incident Action Plan – Formal documentation of incident goals, objectives, and strategies for mitigation.

Incident Commander– Member of the AUPD staff who will remain at the incident scene to manage, coordinate, schedule and deploy appropriate personnel and equipment.

Mutual Aid Agreement— A pre-arranged agreement developed between two or more entities to render assistance to the parties of the agreement.

Prevention— Plans and processes that will allow an organization to avoid, preclude, or limit the impact of a crisis occurring. The tasks included in prevention should incorporate compliance with university policy, mitigation strategies, and behavior and programs to support avoidance, deterrence and detection.

Recovery/Resumption— Plans and processes to bring the university out of a crisis that resulted in an interruption. Recovery/resumption steps should include damage and impact assessments, prioritization of critical processes to be resumed, and the return to normal operations or to reconstitute operations to a new location.

Response Team — A group directed by the emergency response team to lead incident response comprised of personnel from functions like human resources, facilities, information technology, risk management, media relations, finance, etc.

Risk Assessment — Process of identifying internal and external threats and vulnerabilities, identifying the likelihood of a crisis arising from such threats or vulnerabilities, defining the critical functions necessary to continue university operations, defining the controls in place or necessary to reduce exposure, and evaluating the cost for such controls.