



EMERGENCY OPERATIONS PLAN

THE GEORGE WASHINGTON UNIVERSITY



Office of Safety & Security

Emergency Management | Health & Safety | Police Department

Letter from the President

Dear Fellow Members of the GW Community:

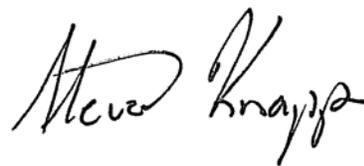
Helping to keep members of the GW community safe and secure is a high priority. Doing so entails a commitment to emergency preparedness. This University Emergency Operations Plan is a critical part of our continuing effort to guide the university in planning for, responding to and recovering from incidents that may affect the university.

These incidents can take many forms, including severe weather, utility failures, transportation accidents, hazardous material spills, public health emergencies and violent or disruptive human actions. Preparing for them requires a comprehensive planning program. While it is impossible to guarantee that such events will never occur, such careful planning will better enable GW to mitigate their destructive effects and respond to disruptions appropriately, effectively and expeditiously.

Each member of the community is responsible for taking reasonable measures to prepare him or herself for an emergency. Individual preparedness is a fundamental step in meeting our commitment to fellow students, faculty and staff members. Furthermore, well thought out and implemented departmental emergency and continuity plans can significantly enhance the safety of our community as well as our ability to sustain operations during disruptive incidents.

I hope all of you will take the time to familiarize yourself with the responsibilities in this plan. Protecting the safety and security of our university community is a responsibility we can only fulfill by working together. I am committed to joining with you in our efforts to meet that shared responsibility.

Sincerely,

A handwritten signature in black ink that reads "Steven Knapp". The signature is written in a cursive, flowing style.

Steven Knapp
President

Statement on Emergency Preparedness

To the GW Community:

Emergencies and disruptive incidents may affect university operations at any time. To protect the safety and security of our students, faculty and staff, while minimizing disruptions, the entire university community must take steps to prepare itself for such events. This Emergency Operations Plan addresses the university's response to emergencies by taking an all-hazards approach. While this plan is a fundamental component in the preparedness process, individuals and university units must make reasonable efforts to prepare for emergencies.

Divisions, departments and offices should familiarize themselves with information in this plan. Individuals should familiarize themselves with the Emergency Response Handbook and other preparedness resources available from the Office of Safety and Security at safety.gwu.edu.

Working together, we can continue to make the George Washington University a safe and prepared community.



Steven Lerman

Provost and Executive Vice President for Academic Affairs



Lou Katz

Executive Vice President and Treasurer



Darrell Darnell

Senior Associate Vice President for Safety and Security

Table of Contents

Letter from the President	i
Statement on Emergency Preparedness	ii
Record of Changes	iii
Table of Contents	iv

Base Plan

1. Introduction.....	1
a. Purpose	1
b. Scope	1
c. Campuses, Education Centers and Other Locations.....	2
2. Concept of Operations	3
a. Overview	3
b. Roles and Responsibilities.....	3
c. Emergency Management Structure	5
d. Campuses, Education Centers and Other Locations.....	8
e. Mitigation and Preparedness	9
3. Incident Life Cycle	10
a. Initial Actions.....	10
b. Continuing Actions.....	11
c. Recovery Operations	13

Emergency Support Function Annexes *(held separately from Base Plan)*

ESF A: Shelter-in-Place and Evacuation.....	ESF A-1
ESF B: Emergency Notification	ESF B-1
ESF C: Infrastructure, Utilities and Damage Assessment.....	ESF C-1
ESF D: Fire and Hazardous Material Response.....	ESF D-1
ESF E: University Emergency Operations Center and Coordination	ESF E-1
ESF F: Mass Care and Human Services.....	ESF F-1
ESF G: Resource Management and Procurement	ESF G-1
ESF H: Health and Medical Services	ESF H-1
ESF I: Information Technology and Telecommunications.....	ESF I-1
ESF J: Law Enforcement and Security	ESF J-1
ESF K: Continuity of Operations and Recovery	ESF K-1
ESF L: Public Information and External Affairs	ESF L-1

Appendices

Appendix A: Planning Assumptions A-1
Appendix B: Hazards B-1
Appendix C: Plan Development and Maintenance C-1
Appendix D: Acronyms D-1
Appendix E: Definitions E-1

Introduction

Purpose

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

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

Scope

The EOP applies to all GW divisions, departments and offices at the Foggy Bottom, Mount Vernon and Virginia Science and Technology campuses, education centers and other GW related locations. This plan addresses coordination and management of emergency preparedness, response, recovery and mitigation operations and various emergency functions carried out by identified divisions, departments, offices and Incident Management Teams.

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

GW embraces the individual differences of our students, faculty, staff and visitors. Some members of the community have access and functional needs which may require certain accommodations. Divisions, departments and offices will plan for People with Access and Functional Needs (PAFN) accommodations during emergency preparedness, response, recovery and mitigation efforts.

The Office of Safety and Security developed this Emergency Operations Plan in collaboration with university representatives and stakeholders. The roles and responsibilities of identified parties are included in this plan. Training and exercises will be conducted on a regular basis to ensure university capabilities. The Office of Safety and Security is responsible for conducting training and exercises to assist in GW’s preparations for, responses to and recovery from incidents that may affect the university.

Campuses, Education Centers and Other Locations

GW operates campuses, education centers and a variety of academic and research programs and locations throughout the Washington, D.C., metropolitan area. The university maintains a global presence with students, faculty and staff studying and working throughout the world.

Foggy Bottom Campus, Washington, D.C.

GW's Foggy Bottom campus is situated in downtown Washington, D.C. The campus includes academic buildings, classrooms, libraries, residence halls, athletic facilities and a hospital.

Mount Vernon Campus, Washington, D.C.

The Mount Vernon Campus is located in the Foxhall neighborhood in northwest Washington, D.C. The campus includes residence halls, academic buildings, library and athletic facilities. Shuttle service runs between the Foggy Bottom Campus and the Mount Vernon Campus.

Virginia Science and Technology Campus, Ashburn, Va.

The Virginia Science and Technology Campus is located in Ashburn, Virginia near the Washington Dulles International Airport. This campus includes administrative and academic buildings. Shuttle service runs between the Foggy Bottom Campus and the Virginia Science and Technology Campus.

Education Centers and Other Locations

Alexandria Graduate Education Center, Alexandria, Va.

Located a few blocks from the King Street Metro stop, this center includes a community counseling center, art studio, classrooms and an art gallery.

Arlington Graduate Education Center, Arlington, Va.

Located near the Ballston Metro stop, this site includes classrooms, computer labs, lounges and a homework lab.

Biostatistics Center, Rockville, Md.

Located near the White Flint Metro stop, this research center employs staff who focus on biostatistics, epidemiology, clinical trials, case-control studies and database management.

Hampton Roads Center, Newport News, Va.

Located in the Oyster Point Corporate Park in Newport News, this facility includes a computer lab and classrooms.

Concept of Operations

Overview

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

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

Roles and Responsibilities

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

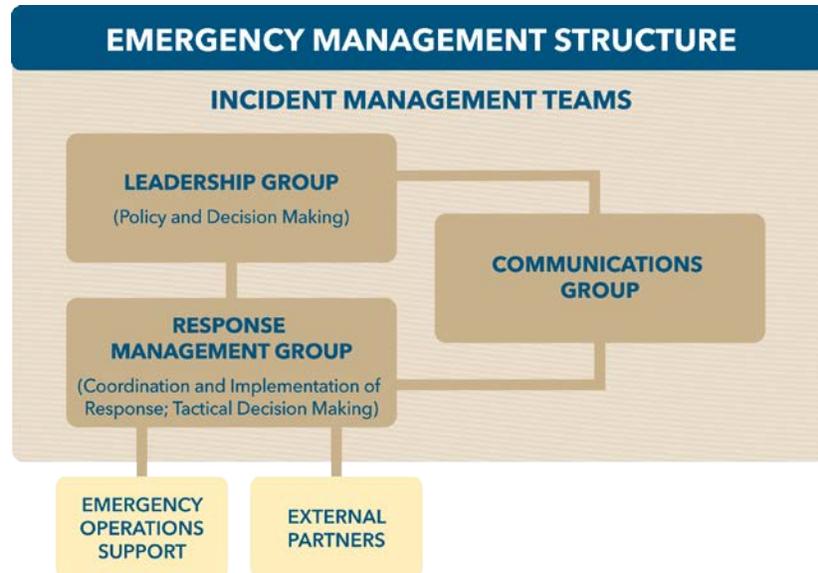
- 1. Office of the Provost:** The Office of the Provost and Executive Vice President for Academic Affairs is responsible for the operations of the 10 colleges and schools. The deans of the colleges and schools report directly to the provost. The provost's office also oversees programs and offices associated with student life and learning. Other areas under the Office of the Provost include Online Education and Academic Innovation, Division of Student Affairs, Athletics and Recreation, Enrollment Management and Diversity and Inclusion.
- 2. Office of the Executive Vice President and Treasurer:** The Office of the Executive Vice President and Treasurer has primary responsibility for the management of GW's financial, physical, information technology and human resources. This office includes the areas of Finance, Human Resources, Safety and Security, Information Technology, Operations and Compliance.
- 3. Office of the Senior Associate Vice President for Safety and Security:** The Office of Safety and Security manages university safety considerations and operations for students, faculty, staff and visitors. This includes emergency preparedness, response and recovery efforts, law enforcement and occupational and environmental health. The Office of Emergency Management,

Office of Health and Safety and George Washington University Police Department report to the Senior Associate Vice President for Safety and Security.

4. **Office of Emergency Management (OEM):** The Office of Emergency Management works to ensure that the George Washington University community works together to mitigate, prepare for, respond to and recover from all hazards. This includes, but is not limited to, overseeing the University Emergency Operations Center; developing and implementing preparedness outreach programs; maintaining the Emergency Operations Plan; managing emergency communication systems, such as GW Campus Advisories and GW Alert; participating in and conducting exercises; examining emergency and special event plans; and developing and managing internal resources and external partnerships.
5. **Office of Health and Safety:** The Office of Health and Safety manages occupational and environmental health issues on campus. The office oversees health and safety inspections, fire and life safety, the floor warden program, the Automated External Defibrillator (AED) program, hazardous materials management and industrial hygiene.
6. **George Washington University Police Department (GW Police):** The George Washington University Police Department oversees campus law enforcement, campus safety, crime prevention and provides emergency response. The George Washington University Police Department is the law enforcement agency for the university and its officers are commissioned by the District of Columbia. The department oversees the Emergency Medical Response Group (EMeRG), a student-based volunteer organization licensed to provide basic life support on the Foggy Bottom and Mount Vernon campuses.
7. **Incident Management Teams:** The three Incident Management Teams—Leadership Group (LG), Response Management Group (RMG) and Communications Group (COMM)—are responsible for overseeing the university’s strategic and tactical-level activities during emergency response and recovery efforts.
8. **Emergency Support Functions (ESFs):** GW organizes university capabilities into 12 ESFs that coordinate university emergency response and recovery operations. Each ESF identifies primary and support divisions, departments and offices that are responsible for ensuring operational capabilities. The Office of Emergency Management will activate appropriate ESFs to support incident needs.
9. **Designated Employees:** University Human Resources will provide guidance to divisions, departments and offices to assist in identifying and informing employees prior to an emergency that their job responsibilities include fulfilling a specific critical function within their area of responsibility during a university closure or emergency and will provide support during response and recovery operations as needed. This also may apply to contracted service providers.

Emergency Management Structure

The university's Incident Management Teams are responsible for overseeing the university's strategic and tactical-level activities during emergency response and recovery efforts. Incident Management Teams include the Leadership Group (LG), Response Management Group (RMG) and Communications Group (COMM). Each member represents his or her division, department or office and may task his or her respective unit, emergency support functions and designated employees to assist in emergency response and recovery efforts. Incident Management Teams may request assistance from external partners, service providers and suppliers for additional support.



1. Leadership Group

The Leadership Group (LG) is the strategic-level Incident Management Team responsible for policy and decision making that helps protect life, property and the environment while limiting vulnerability and damage to the university during an incident. LG members respond to concerns of the President's Office and the Board of Trustees. Members of the LG are:

- Provost and Executive Vice President for Academic Affairs
- Executive Vice President and Treasurer
- Senior Vice President and General Counsel
- Vice President for External Relations
- Vice President for Human Resources
- Vice President for Health Affairs and Dean of the School of Medicine and Health Sciences
- Chief of Staff, Office of the President
- Vice President and Secretary of the University
- Senior Associate Vice President for Safety and Security

2. Response Management Group

The Response Management Group (RMG) is the tactical-level Incident Management Team responsible for tactical decision making, coordinating and implementing the university's response within its members' respective divisions, departments or offices. The group collects and disseminates information regarding the incident, provides advice to the LG and ensures the continuity of each member's areas of responsibility. Members of the RMG optimize the overall university response by understanding each other's intentions and coordinating actions. Members of the RMG include representation from:

- Office of Emergency Management
- Finance Division
- Office of General Counsel
- Health Affairs
- Office of Health and Safety
- University Human Resources
- Division of Information Technology
- Division of Operations
- George Washington University Police Department
- Office of the Provost
- Division of Student Affairs

3. Communications Group

The Communications Group is the Incident Management Team responsible for working with media outlets with the objective of gathering, sorting and disseminating relevant information to the LG and RMG to assist in their decision making process. The Communications Group will provide university spokespeople, arrange timely press conferences and develop unified statements and press releases to communicate to the GW community and the public at large. Reference *Emergency Support Function L: Public Information and External Affairs* for additional information.

The Communications Group assists with the dissemination of information through the Division of External Relations, utilizing a variety of tools and partners, including but not limited to the university's homepage (www.gwu.edu), GW Campus Advisories (CampusAdvisories.gwu.edu), GW Alert, GW Information Line (202-994-5050), social media and the Office of Parent Services.

4. Emergency Operations Support

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

a. Emergency Support Functions

Emergency response and recovery operations are organized under Emergency Support Functions (ESF). The Office of Emergency Management will activate appropriate ESFs to support response and recovery efforts. There are 12 ESFs with identified primary GW divisions, departments and offices listed below. For additional information, see *Emergency Support Functions A to L*.

Emergency Support Function	Primary Division, Department or Office
ESF A: Shelter-in-Place and Evacuation	Office of Emergency Management
ESF B: Emergency Notification	Office of Emergency Management
ESF C: Infrastructure, Utilities and Damage Assessment	Division of Operations
ESF D: Fire and Hazardous Material Response	Office of Health and Safety
ESF E: University Emergency Operations Center and Coordination	Office of Emergency Management
ESF F: Mass Care and Human Services	Office of Emergency Management
ESF G: Resource Management and Procurement	Finance Division
ESF H: Health and Medical Services	Division of Student Affairs
ESF I: Information Technology and Telecommunications	Division of Information Technology
ESF J: Law Enforcement and Security	George Washington University Police Department
ESF K: Continuity of Operations and Recovery	Office of Emergency Management
ESF L: Public Information and External Affairs	Division of External Relations

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

Primary Divisions, Departments or Offices:

The primary unit identified for an emergency support function serves as the coordinator of that function and will:

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

Support Divisions, Departments or Offices:

Identified units that support the primary unit will:

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

b. Designated Employees

Incident Management Team members will notify designated employees that their assistance is needed to support response and recovery operations. Designated employees will fulfill specific critical functions as needed.

c. Service Providers and Suppliers

Service providers and suppliers used in incident response and recovery operations should be pre-identified, pre-approved and pre-contracted. Some incidents may require resources that GW has not pre-identified or pre-contracted. Resource procurement will be made in accordance with GW procurement policies and procedures unless the Executive Vice President and Treasurer approves an exception. The Finance Division provides assistance in the procurement and management of needed resources. For additional information, see *Emergency Support Function G: Resource Management and Procurement*.

5. External Partners

During incident response efforts, GW will respond using available university resources first. If the incident affects more than GW or exceeds the capabilities of the university, additional support and coordination may be requested from District, local, state, federal and other partner entities. Strategic partners include, but are not limited to, Metropolitan Police Department (MPD), D.C. Department of Health (DOH), D.C. Fire and Emergency Medical Service (FEMS) and D.C. Homeland Security and Emergency Management Agency (HSEMA). These partners are specific to GW operations within the District of Columbia; other GW locations will have comparable relationships with their own local and state emergency management partners.

GW may use mutual aid agreements to obtain additional assistance and/or resources when the needs of the incident have overwhelmed the capabilities of the university. Many relationships and agreements exist with the Foggy Bottom Neighborhood Preparedness Consortium (NPC) and the Consortium of Universities of the Washington Metropolitan Area (Consortium). The NPC is a public-private emergency management partnership in the greater Foggy Bottom neighborhood in Washington, D.C., composed of local, regional, federal, international, corporate and non-profit partners. The Consortium allows member institutions to request and provide support and resources to each other as needed and requested.

Campuses, Education Centers and Other Locations

GW's Foggy Bottom Campus, Mount Vernon Campus, Virginia Science and Technology Campus, education centers and other locations are not autonomous operating entities and integrated into GW's administration and divisions. The roles and responsibilities of Incident Management Teams, identified

divisions, departments, offices and individuals remain the same regardless of location. Each location participates in incident response and recovery consistent with the roles and responsibilities that this EOP and inclusive emergency support functions describe.

Emergency operations at the various campuses, education centers and other GW locations will be managed at each location within their respective capabilities and resources. Response and recovery efforts for each location will be carried out in accordance with that location's specified operations and protocols. Capabilities, resources and the need for additional assistance will vary depending on the location. If an incident exceeds the capabilities of a particular campus, education center or GW location, other university divisions, departments and offices will provide additional resources as requested.

Mitigation and Preparedness

Mitigation and preparedness actions are taken in advance of an emergency to prepare for and minimize the potential impacts caused by incidents at campuses, education centers or other GW locations. Mitigation efforts include enforcing building codes, planning for land use, training and education of the university population on the need for mitigation and implementing infrastructure enhancement measures to reduce a hazard's impact.

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

Safety and Security units (Emergency Management, Health and Safety and Police), in addition to other university offices, administer a variety of programs designed to help educate the GW community on emergency preparedness. Personal preparedness information is distributed to students, faculty and staff at a variety of events, preparedness fairs and orientations. Additional information is available on the Office of Safety and Security website (safety.gwu.edu).

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

- Regularly review emergency preparedness information with staff and faculty
- Implement an emergency plan that includes evacuation, shelter-in-place, continuity of operations and emergency communications considerations
- Train staff and faculty on emergency plans
- Identify employees that have job responsibilities that include fulfilling a specific critical function within their area of responsibility during a university closure or emergency and inform them of this responsibility on an annual basis
- Routinely backup critical data and important documents
- Procure and maintain necessary emergency supplies and items
- Maintain a list of pre-identified, pre-approved and pre-contracted service providers and suppliers
- Coordinate with other divisions, departments and offices as needed
- Routinely test and exercise planning efforts

Incident Life Cycle

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



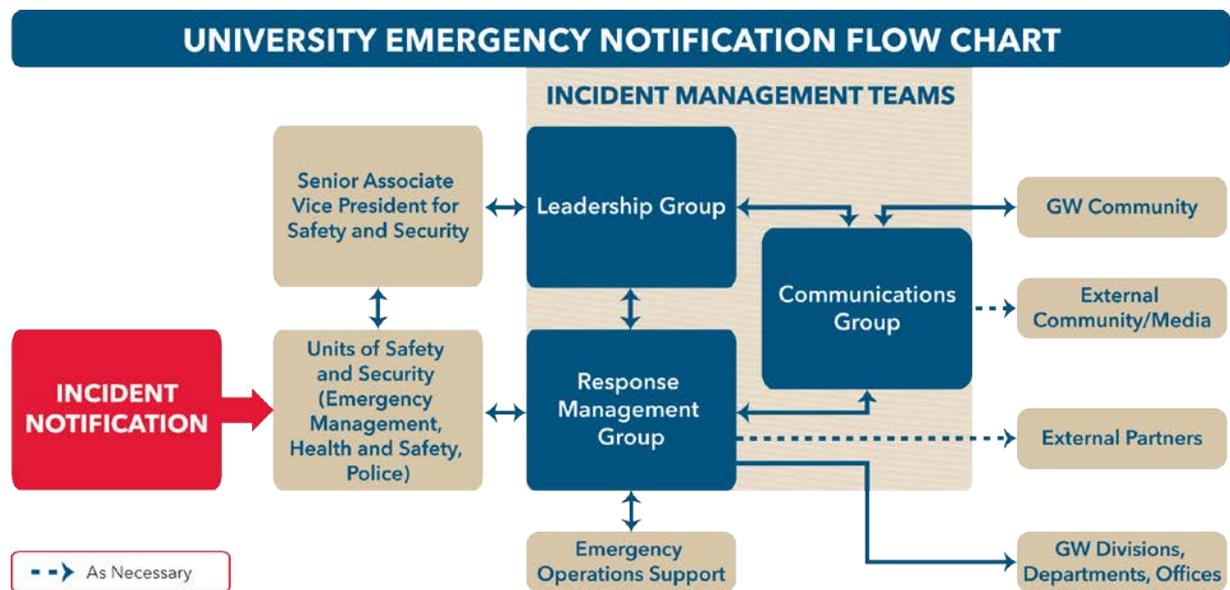
Initial Actions

Notification

The units of Safety and Security (Emergency Management, Health and Safety and Police) will likely be the first to receive notification of an incident. Some incidents can be resolved with normal response capabilities while others may require additional resources or coordination. Incidents escalate to emergencies when life, property or environment of the GW community is threatened.

If emergency response efforts require more than the normal response capabilities of the university, the units of Safety and Security will notify the Senior Associate Vice President for Safety and Security and members of the Response Management Group (RMG). The Senior Associate Vice President for Safety and Security will notify members of the Leadership Group (LG) as needed. The RMG and LG will work with the Communications Group to develop a unified message to be released to the GW community and as needed, the media and external community.

Additional information regarding GW's communications systems is included in *Emergency Support Function B: Emergency Notification*.



Activation

Any individual member of the Leadership Group can activate the Leadership Group (LG). The Senior Associate Vice President for Safety and Security and members of the LG will determine the need for activation of the Response Management Group (RMG), Communications Group (COMM) and the University Emergency Operations Center (EOC). However, individual Leadership Group members have the authority to activate the RMG, COMM and EOC if the need arises.

When Incident Management Teams are activated, the Office of Emergency Management (OEM) will notify Incident Management Team members of their activation and when, where and how to report. Options include convening in a university emergency operations center located on the Foggy Bottom Campus or through virtual communications (e.g., conference calls, e-mail, videoconference, etc.). Refer to *Emergency Support Function E: University Emergency Operations Center and Coordination* for additional information.

OEM will work with the Senior Associate Vice President for Safety and Security to assess the need for activating ESFs. OEM will inform the RMG of any ESF activations. RMG members will provide their respective divisions, departments and offices with information regarding the emergency and their role in response and recovery.

Continuing Actions

Situational Awareness

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

Response

Response operations may differ depending on the nature of the incident. Actions listed may not necessarily be required and will occur based on incident needs. Once incident notifications occur, Incident Management Teams may be activated. The LG makes necessary policy decisions and the RMG makes necessary tactical response decisions. COMM communicates with members of the GW community and media.

Incident Management Team members may require their division, department or office, emergency support functions and designated employees to assist in emergency response operations. Those involved in emergency operations support will provide incident-related information to the RMG and support operations through the recovery phase. The LG/RMG will determine the need for continued response efforts and initiation of recovery efforts. COMM will continue to communicate to the public and GW community as needed.

Damage Assessment

Following the onset of an incident, the Division of Operations and its supporting units are responsible for carrying out damage assessments in accordance with the roles and responsibilities outlined in *Emergency Support Function C: Infrastructure, Utilities and Damage Assessment*. Damage assessments will be used to quickly determine and report the location, severity and nature of damage. Incident Management Teams will use damage assessment and utility disruption information to coordinate response and recovery efforts.

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

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

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

For additional information, see *Emergency Support Function G: Resource Management and Procurement*.

Recovery Operations

Returning to Normal

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

During recovery, the university will rely on university capabilities and resources to restore normal operations first. Service providers and suppliers used in recovery operations should be pre-identified, pre-approved and pre-contracted. Some recovery operations may require resources that GW has not pre-identified or pre-contracted. Resource procurement will be made in accordance with current GW procurement policies and procedures unless the Executive Vice President and Treasurer approves an exception. The Finance Division provides assistance in the procurement and management of needed resources. For additional information regarding service providers and suppliers, see *Emergency Support Function G: Resource Management and Procurement*.

After Action Report

Following an incident, the Office of Safety and Security may write an After Action Report to identify operational successes, areas for improvement and other key issues affecting the management of the incident. Development of this report will include feedback from divisions, departments and offices that were involved in response and recovery efforts. This report will be used to improve plans and procedures for future response operations.

Planning Assumptions

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

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

Hazards

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

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

Plan Development and Maintenance

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

Acronyms

AAR	After Action Report
AED	Automated External Defibrillator
COMM	Communications Group (GW)
D.C.	District of Columbia
DIT	Division of Information Technology (GW)
DOH	Department of Health (D.C.)
EMeRG	Emergency Medical Response Group (GW)
EOC	Emergency Operations Center
EOP	University Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services (D.C.)
GW	George Washington University
GW Police	George Washington University Police Department
H&S	Office of Health and Safety (GW)
HSEMA	Homeland Security and Emergency Management Agency (D.C.)
ICS	Incident Command System
LG	Leadership Group (GW)
MOU	Memorandum of Understanding
MPD	Metropolitan Police Department (D.C.)
NIMS	National Incident Management System
NPC	Foggy Bottom Neighborhood Preparedness Consortium
OEM	Office of Emergency Management (GW)
OGC	Office of General Counsel (GW)
PAFN	People with Access and Functional Needs
RMG	Response Management Group (GW)

Definitions

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

D.C. Homeland Security and Emergency Management Agency – HSEMA is the local emergency management agency for the District of Columbia. GW partners with HSEMA on a regular basis ranging from preparedness activities to incident response. The Office of Emergency Management serves as the point of contact and will coordinate efforts with HSEMA. *Additional information may be found at www.hsema.dc.gov.*

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

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

Emergency Operations Center (EOC) – The location where members of the Leadership Group, Response Management Group and Communications Group convene and manage the incident.

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

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

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

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

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

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

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

Incident Management Teams – The three Incident Management Teams—Leadership Group (LG), Response Management Group (RMG) and Communications Group (COMM)—are responsible for overseeing the university’s strategic and tactical-level activities during emergency response and recovery efforts.

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

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

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