



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES



SUBJECT: Emergency Operations Plan

Instruction 3000

SEP 15 2015

(VFA)

1. This Instruction supersedes the previous Instruction 3000 "Occupant Emergency Plan" dated 25 October 2002. All previous editions of this plan should be disposed of in accordance with current directives. This plan supports DoDI 6055.17, *DoD Installation Emergency Management (IEM) Program*.
2. The purpose of this instruction is to comply with the Homeland Security Presidential Directive 5 (HSPD-5) mandating that each Federal agency establish an emergency response plan for safeguarding lives and property during emergencies. This plan provides the basic procedures to be followed at the Uniformed Services University (USU) in cases of emergency; to include major accidents, natural disasters, and terrorist attack.
3. Further, this plan adheres to Presidential Policy Directive (PPD) - 8 which describes the Nation's approach to preparedness. PPD - 8, represents an evolution in our collective understanding of national preparedness, based on the lessons learned from terrorist attacks, hurricanes, school and Institute of Higher Education incidents, as well as other experiences.
4. The planning model utilized by USU encompasses the five mission areas of preparedness defined within the directive: Prevention, Protection, Mitigation, Response, and Recovery.
5. The Vice President for Finance and Administration has primary responsibility for this plan. All addressees of this plan should advise the Assistant Vice President of Health and Safety of any factors, which may prevent the execution of this plan as presented herein.

Charles L. Rice, MD
President

Enclosure:

1. USU Emergency Operation Plan

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USU Emergency Operations Plan Promulgation

Helping to keep members of the USU 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 emergency events 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 these events requires a comprehensive planning program. Since it is impossible to guarantee that such events will never occur, such careful planning will better enable USU 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 themselves 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 concept of operations and the specific actions described 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.

Therefore, in recognition of the emergency management responsibilities of the University and with the authority vested in me as the President of the Uniformed Services University of the Health Sciences, I hereby promulgate the USU Emergency Operations Plan.

Operational Security Considerations

1. This plan is **FOR OFFICIAL USE ONLY**.
2. Operational Security (OPSEC) was closely considered in preparing this plan and all subsequent planning, preparation, and execution actions pertinent to this plan must meet DoDI 5205.02E, DoD Operations Security (OPSEC) Program requirements. The following information must be tightly controlled during emergency events.
 - Name and condition of casualties.
 - Classified material.
 - Sensitive codes.
 - Equipment and personnel deficiencies or limitations.
 - Movement of senior leaders/key personnel.
 - Status/use of specialized equipment.
 - Status of University utilities or other resources.
 - Speculation on accident cause.
 - Work schedules.
 - Vulnerabilities as a result of the incident.
3. Tasked individual and units may extract and reproduce portions of this document essential for planning.
4. **Checklists contained in this plan are not all inclusive and are meant as a guide only.** Tasked units and agencies will utilize this plan to prepare checklists to implement actions specified in the plan. An annual review of this plan will be conducted in December each year, regardless of publication date. All tasked units will forward comments to the Department of Environmental Health and Occupational Safety (EHS) for required changes or updates to the plan.
5. **Distribution Policy.** This plan will be distributed electronically during coordination, and available on the USU secure server.

Record of Changes

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Record of Distribution

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1. Introduction.

a. **Purpose.** The purpose of this plan is to provide comprehensive guidance for response to emergencies or disaster situations. The plan identifies procedures to be followed in the event of major accidents, natural disasters, and adversarial and human-caused threats in order to minimize the loss of operational capability and safeguard the lives of students, faculty, staff, contractors, civilians, and families/visitors on USU grounds during emergency situations.

b. **Scope.** The provisions of this Instruction apply to all civilians, including students and contract employees, Uniformed Services personnel, and any private groups conducting/attending meetings or visiting the USU complex. Implementation of this plan may be executed independently or in conjunction with other plans. USU response to civilian emergencies must be consistent with the Incident Life Cycle phases of initial actions, continuing actions and recovery actions.

c. **Authority.** This plan will be implemented and executed as directed by, and under the authority of, the President of the Uniformed Services University or designated representative to alleviate the effects of major accidents, natural disaster or adversarial and human-caused threats.

2. Concept of Operations.

a. **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. Functional annexes focus on critical operational functions and the courses of action developed to carry them out. Threat-and Hazard Specific annexes address the courses of action unique to a particular threat or hazard.

b. **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 in the event of an emergency event. Responsible parties are listed below, along with a brief description of their respective roles and responsibilities for the University. USU divisions, departments, offices and individuals not listed in this plan may be requested to participate in these efforts as needed.

(1) President, USU; The President of USU has the primary responsibility for the management of emergencies and the implementation of appropriate response plans.

(2) School Deans: The School Deans have the primary responsibility for guiding their respective school's medical education programs and curriculum, in addition to direct supervision over academics chairs, academic affairs and student affairs.

(3) Brigade Commander: The Office of the Brigade Commander has the primary responsibility for the welfare and accountability of all USU Uniformed Service faculty, staff and students.

(4) Director, Armed Forces Radiobiology Research Institute (AFRRI): The Director of AFRRI has primary responsibility for command, control and operations of the Institute to include providing health physics, medical, and radiobiological advice in response to nuclear and radiological incidents.

(5) Vice President, Research: The Vice President for Research has the primary responsibility for administration and oversight of all research and sponsored programs, to include program development, regulatory compliance and laboratory animal medicine.

(6) Vice President, Finance and Administration: The Vice President for Finance and Administration has the primary responsibility for University resource management, to include areas of finance, civilian personnel, facilities, logistics, acquisition, security, and health and safety.

(a) Assistant Vice President, Health and Safety: The Assistant Vice President of Health and Safety has primary responsibility for managing environmental health and occupational safety issues, to include occupational medicine, radiation safety, waste management, biosafety and industrial hygiene and environmental division.

(b) Director of Security: The Security Division has primary responsibility for all aspects of personnel, physical, information, and industrial security. The Security Division monitors the security guard force to ensure maximum protection and safety of all USU personnel and property. The division also provides protection of classified information and countermeasures against compromise of classified material. Role and responsibility applies to both USU and AFRI Security Division.

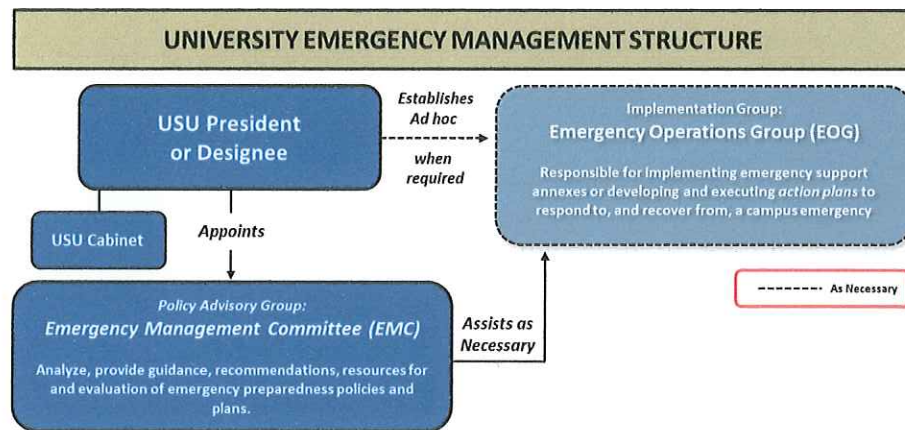
(7) Vice President, Information and Education Technology: The Vice President for Information and Education Technology has the primary responsibility for University information management resources, to include academic technology and network operations and communications.

(8) Vice President, External Affairs: The Vice President of External Affairs has the primary responsibility for University official external communications, to include affiliations, government and community relations, and media affairs.

(9) Director, University Family Health Center: The Director of the University Family Health Center has the primary responsibility to provide comprehensive healthcare to eligible personnel.

(10) Designated Employees: The Director Human Resources (CHR) 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 may also apply to contracted service providers.

c. **Emergency Management Structure.** The University's emergency management structure is comprised of the USU President, the USU Cabinet, the Emergency Management Committee and, when required, an Emergency Operations Group. This structure is responsible for overseeing the University's strategic and tactical-level activities in preparation for and during emergency response and recovery efforts.



(1) **Emergency Management Committee:** The Emergency Management Committee (EMC) provides an advisory forum responsible to the President, USU, to analyze, provide guidance, recommendations, resources for and evaluation of emergency preparedness policies and plans designed to mitigate, respond and recover from emergency/disaster events. The purview of the Committee is limited to matters that pertain to emergency preparedness, response and recovery. Refer to USU Instruction 9005, Emergency Management Committee, for specific responsibilities and duties. Members of the Emergency Management Committee are:

- Committee Chair appointed by the USU President
- School of Medicine Representative
- Graduate School of Nursing Representative
- Brigade Commander
- General Counsel
- Director, USU Family Health Center
- Director of Military Medical Operations, AFRI
- Director of Security, AFRI
- CIO Representative
- Director, Public Affairs
- Assistant VP, Research
- Assistant VP, Administration
- Assistant VP, Health and Safety
- Director of Security, USU

(2) **Emergency Operations Group:** The Emergency Operations Group (EOG) is an ad hoc group established by the USU President or his/her designee. Membership is determined by the incident type and response needed. The EOG is responsible for implementing emergency support annexes or developing and executing *action plans* to respond to, and recover from, a campus emergency. The EOG is comprised of representatives from key University divisions, departments and offices that have *resources and/or knowledge* that are necessary to help the University prepare, mitigate, respond, and recover from an emergency. Situational dependent, members of the EMC may also be members of an established EOG.

(3) **Emergency Operations Support.** The EOG will first rely on internal capabilities and resources for response and recovery efforts by implementing Emergency Support Function

annexes with assistance from designated personnel. External service providers, suppliers and partners may be needed to augment response capabilities and resources.

(a) Emergency Support Function Annexes: Emergency response and recovery operations are organized under functional and hazard annexes. These annexes are broken into core functions or threats and hazards that drive specific activities that support the accomplishment of the overarching plan as a whole.

Annex	Title	Office of Primary Responsibility
A	Emergency Action Plan	Assistant VP of Health and Safety
B	Emergency Notification	Director of Security (USU)
C	Personnel Accountability	Brigade (Uniformed)/CHR (Civilian)
D	Evacuation	Assistant VP of Health and Safety
E	Shelter-In-Place	Assistant VP of Health and Safety
F	Destructive Weather	Assistant VP of Health and Safety
G	Fire and Hazardous Material Response	Assistant VP of Health and Safety
H	Radiation Response	Assistant VP of Health and Safety
I	Public Health	Assistant VP of Health and Safety
J	Security Annex	Director of Security (USU)
K	Rapid Assessment Plan	Assistant VP of Health and Safety
L	Infrastructure, Utilities and Damage Assessment	Assistant VP of Administration
M	Public Information and External Affairs	Deputy VP of External Affairs
N	Information Technology and Telecommunications	Office of the Chief Information Officer
O	Resource Management and Procurement	Assistant VP of Resource Management
P	Animal Care	Director, Laboratory Animal Medicine
Q	Continuity of Operations and Recovery	Office of the President (Chief of Staff)
R	AFRRI Operations	Director of AFRRI

FIGURE 2: EMERGENCY SUPPORT FUNCTIONS

(b) The Office of Primary Responsibility (OPR) will serve as the overall coordinator of that emergency support function annex, and conduct an annual review and update as needed.

(c) External Partners: During emergency events, USU will respond using available internal resources first. If the event exceeds internal response capabilities additional support and coordination should be requested through NSAB command channels, NSAB police or fire departments, or the NSAB Emergency Management Division. The University also has relationships with other organizations such as the Walter Reed National Military Medical Center (WRNMMC), the National Institutes of Health (NIH), and the Consortium of Universities of the Washington Metropolitan Area that may be able to provide support if the University exceeds internal capabilities.

d. Mitigation and Preparedness.

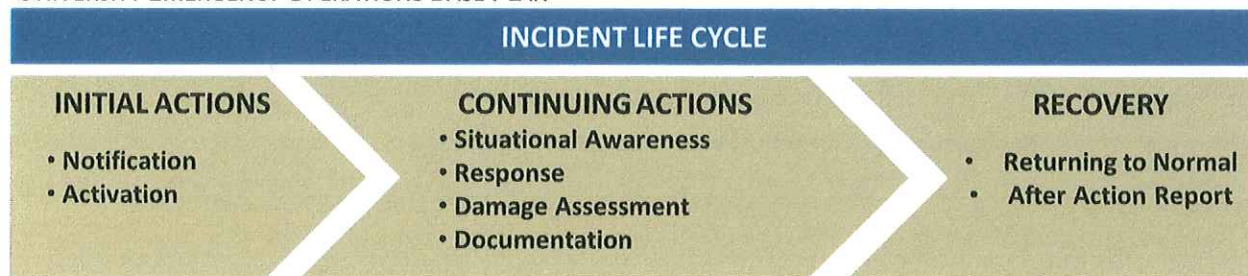
(1) Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. Mitigation is taking action *now*—before the next disaster—to eliminate or reduce the degree of long-term risk to human life and property from natural and man-made hazards. Effective mitigation attempts to reduce risk through *anticipatory* actions.

(2) Preparedness activities are those activities necessary to build, sustain, and improve readiness capabilities to prevent, protect against, respond to, and recover from natural or man-made incidents. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification, equipment acquisition, certification standards, and publication processes and activities.

(3) Mitigation and Preparedness are important at all levels of the University. University units should take the following actions:

- (a) Regularly review emergency preparedness information with personnel.
- (b) Train personnel on emergency response actions.
- (c) Identify personnel that have specific critical responsibilities in support of a University emergency response, to include a campus closure.
- (d) Routinely backup critical data and documents.
- (e) Maintain a list of pre-identified, pre-approved, and pre-contracted service providers and suppliers.
- (f) Maintain a list of personnel contact information.
- (g) Coordinate with other University units as necessary.
- (h) Routinely test and exercise planning efforts.

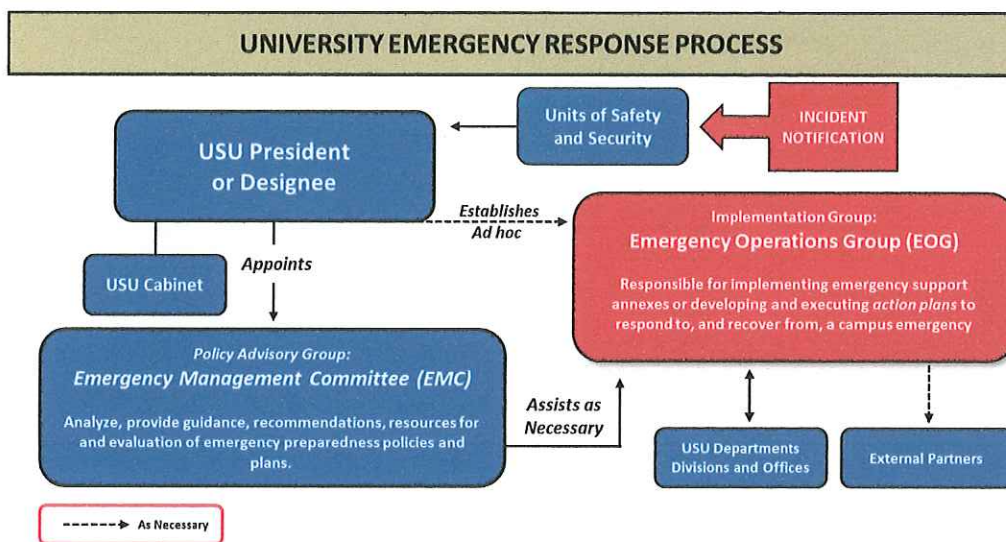
3. Incident Life Cycle. During an emergency affecting USU, the University will respond consistent with the Incident Life Cycle. This cycle includes three phases that provide guidelines for emergency operations: Initial actions, Continuing Actions and Recovery Operations. Actions included in each Incident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



a. Initial Actions

(1) **Notification.** The Environmental Health and Occupational Safety Office or the Security Office 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 the environment of the USU community is threatened.

(a) If emergency response efforts require more than normal response capabilities of the University, the Assistant Vice President for Health and Safety (AVS) or designee will notify the Office of the President as needed. Follow on activation of an EOG is at the discretion the University President or his designee.



(b) Refer to the *Annex B: Emergency Notification*, for additional information.

(2) **Activation.** Any individual of the Emergency Management Committee can call for the Committee to meet to recommend to the University President the need to activate an EOG. Likewise, the USU Cabinet has the authority to recommend convening the EMC or activation of an EOG.

(a) To activate an EOG, the Assistant VP of Health and Safety will notify the EMC of the personnel and/or specialty requirement and when, where, and how to report. Options include convening in a University facility or through virtual communications (e.g. conference calls, email, videoconferencing, etc.).

(b) AVS will assess the need for activating EOP emergency support function annexes. AVS will inform the EOG of the need for the activation of any EOP annexes. EOG members will provide their respective departments, divisions, and offices with information regarding the emergency and their role in the response and recovery.

b. Continuing Actions

(1) **Situational Awareness.** Situational awareness is the ability to identify, evaluate and monitor activities and information throughout the incident. EMC or EOG members will provide pertinent information to the University leadership. Decisions regarding further actions will depend on the available situational awareness information.

(2) **Response.** Response operations differ depending on the nature of the incident. Actions listed may not necessarily be required and will occur based on incident needs. Once an incident notification occurs an EOG may be activated. The EMC, along with the University Cabinet, recommends the necessary policy decisions and the EOG makes the necessary tactical response decisions.

(a) EOG members may request their divisions, departments, or offices and designated employees to assist in emergency response operations. Those involved in emergency operations support will provide incident-related information to the EOG and support operations through the recovery phase. The University Leadership/EMC will determine the need for continued response efforts and initiation of recovery efforts.

(3) **Damage Assessment.** Following the onset of an incident, the Facilities division and EHS along with supporting departments are responsible for conducting damage assessment. Damage assessments will be used to quickly determine and report the location, severity, and nature of damage. Refer to *Annex L: Infrastructure, Utilities, and Damage Assessment*.

(4) **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.

(a) The Department of Resource Management is responsible for providing financial services and managing documentation and tracking of expenses related to University emergency response and recovery efforts.

(b) Refer to *Annex O: Resource Management and Procurement*.

c. Recovery Operations

(1) **Returning to Normal.** Following an incident, it is the goal of the University to return to normal operations as quickly as possible. Recovery operations consist of both short-term and long-term activities.

(a) Short-term recovery includes damage assessment and the return of essential functions, such as utilities, emergency services and essential business functions, to minimize operating standards.

(b) 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 *Annex Q: Continuity of Operations and Recovery*.

(c) During recovery, the University will rely on internal capabilities and resources to restore normal operations. Depending on the recovery requirement, the University may use existing Blanket Purchase Agreements, delivery order type contracts, or micro-purchases using the Government Purchase Card. In cases where procurement activity is required, the items, services and support required will be acquired in accordance with procurement policies and procedures. In an emergency situation in which funding has been authorized by higher authority but not yet received, the Vice President for Finance and Administration may implement emergency procedures to fund and track purchase requests. The Department of Resource Management provides assistance in the procurement and management of needed resources. Refer to *Annex O: Resource Management and Procurement*

(2) **After Action Review.** Following an incident, training activity or exercise, EHS may conduct an After Action Review to identify operational successes, areas for improvement, and other key issues affecting the management of the incident. This review will include feedback for divisions, departments, and offices that were involved in response and recovery operations or exercise. This review will be used to improve plans and procedures for future response operations.

Planning Assumptions

All plans are built upon key assumptions, information taken as fact, in order for the planning process to go forward. The following are the planning assumptions used to develop this Instruction.

- Major accidents, numerous types of natural disasters or domestic emergencies can occur with little or no warning and may degrade the University's ability to execute its mission.
- Accelerated/enhanced security measures will be implemented when the possibility or probability of hazards or threats increase.
- Adversaries may use Weapons of Mass Destruction to cause extensive damage or loss of life to harass and disrupt operations. Various DoD and Federal agencies will provide advance notice of increases in the threat to Naval Support Activity Bethesda.
- Other military or federal response agencies or civilian authorities may be delayed in responding to USU requests for assistance when disasters affect organizational resources.
- Disasters or emergency events may result with USU or portions thereof becoming isolated for extended periods of time.
- Threats or hazards (such as biological) may go unrecognized for unspecified periods of time.
- Evacuation of key resources will be accomplished to minimize the damage/destruction caused by natural disasters, major accidents or adversarial activities.
- Facility protection against threats or hazards may not be adequate to sustain operations.
- Damage and personnel injuries caused by emergency events could degrade mission capabilities.
- The University as a whole has capabilities including manpower, equipment, supplies, and skills to ensure the immediate preservation of lives and property in the event of an emergency or disaster.
- The University will exhaust local resources and capabilities before requesting assistance from external organizations.
- Major accidents may occur on or near USU involving aircraft, toxic fuels, toxic industrial materials/chemicals, explosives, and/or other hazardous materials.
- The University will dedicate the resources necessary to develop and implement the appropriate emergency management related plans for the campus.

Hazards

USU is vulnerable to major accidents, natural disasters, and adversarial and human caused threats. The University has taken into consideration these risks in the development of this all-hazards based plan. Listed below are some of the most-likely hazards.

- Lightning
- Severe Wind
- Winter Precipitation
- Extreme Temperatures
- Hurricane/Tropical Storm
- Tornado
- Earthquake
- Flooding
- Infectious Disease
- Contaminated Food Outbreak
- Hazardous Materials/Chemical Release
- Radiological Isotope Release
- Virulent/Bacterial Release
- Power Failure
- Water Failure
- Fire
- Active Shooter
- Terror Attack
- Bomb Threat
- Suspicious Packages
- Cyber Attack
- Civil Disturbance

Plan Development and Maintenance

The Department of Environmental Health and Occupational Safety (EHS) is responsible for the development and maintenance of this EOP. The EOP will be reviewed on an annual basis (December) and documented utilizing USU Form 10-2R (below). Each division, department and office mentioned in the plan is responsible for informing EHS with updated information as appropriate and when requested. Revisions may be made based on operational and regulatory changes, best practices and corrective actions identified through exercises, emergency activations and assessment processes. The University should consider reviewing and updating the plan or sections of the plan after:

- Actual emergencies;
- Changes have been made in policy, personnel, organizational structures, processes, facilities, or equipment;
- Formal updates of planning guidance or standards have been finalized;
- Formal exercises have taken place;
- Changes in the University and surrounding community have occurred;
- Threats or hazards change or new ones emerge; or
- Ongoing assessments generate new information.

Reviewed By	Date Reviewed	Approving Official	Date Signed	Date Published

Plan Training and Exercises

The following are the critical training and exercise activities that USU will use in support of this plan. Additionally, core training objectives and frequency are identified to ensure that staff, faculty, and students understand their respective roles, responsibilities and expectations.

Critical Training and Exercises

- NSAB Installation Wide Exercises.
- Emergency Message Notification Alert.
- Active Shooter Preparedness Training & Exercise.
- Fire Evacuation Drill.
- Personnel Accountability Exercise.
- Emergency Operations Plan Exercise (Discussion, Table Top, Drill, Functional Exercise, and Full-scale Exercise).

Core Training Objectives and Frequency

- To practice and test well-established emergency response procedures, particularly:
 - Emergency notification alerts: Quarterly.
 - Shelter-in-place: Annually.
 - Evacuation: Semi-annually.
 - Accountability procedures: Semi-annually.
- To practice appropriate active shooter response activities: Annually.
- To validate the Emergency Operations Plan and Emergency Support Function Annexes:
 - Select Emergency Support Functional Exercise: Semi-annually.
- To develop University staff competencies and give personnel practice in carrying out their roles in the plans: Semi-annually.

References

1. DoDI 6055.17, DoD Installation Emergency Management (IEM) Program, 13 January 2009.
2. Guide to Emergency Management and Related Terms, Definitions, Concepts, Acronyms, Organizations, Programs, Guidance & Legislation: A Tutorial on Emergency Management, Broadly Defined, Past, Present, and Future. B. Wayne Blanchard, Ph.D., CEM, 22 January 2008 (Date of Last Modification).
3. Homeland Security Presidential Directive-5, Management of Domestic Incidents, 28 Feb 2003.
4. Presidential Policy Directive/PPD – 8: National Preparedness, 30 March 2011
5. U.S. Department of Education, Office of Elementary and Secondary Education, Office of Safe and Healthy Students, *Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education*, Washington, DC, 2013.

Acronyms

AFRRI	Armed Forces Radiobiology Research Institute
AVS	Assistant Vice President, Health and Safety
CHR	Civilian Human Resources
DoD	Department of Defense
DoDI	Department of Defense Instruction
EHS	Department of Environmental Health and Occupational Safety
EMC	Emergency Management Committee
EOC	Emergency Operations Center
EOG	Emergency Operations Group
EOP	Emergency Operations Plan
ESF	Emergency Support Function
HSPD	Homeland Security Presidential Directive
IHE	Institute of Higher Education
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NSAB	Naval Support Activity Bethesda
NIH	National Institutes of Health
OPR	Office of Primary Responsibility
OPSEC	Operational Security
PPD	Presidential Policy Directive
USU	Uniformed Services University of the Health Sciences
VP	Vice President
WMD	Weapons of Mass Destruction
WRNMMC	Walter Reed National Military Medical Center

Definitions

Alert: “The term ‘alert’ refers to any text, voice, video, or other information provided by an authorized official to provide situational awareness to the public and/or private sector about a potential or ongoing emergency situation that may require actions to protect life, health, and property. An alert does not necessarily require immediate actions to protect life, health, and property and is typically issued in connection with immediate danger.” (DHS, *TCL*, 2007, 421)

All-Hazards: “An approach for prevention, protection, preparedness, response, and recovery that addresses a full range of threats and hazards, including domestic terrorist attacks, natural and manmade disasters, accidental disruptions, and other emergencies.” (DHS, *NIPP*, 2006, p. 103)

Emergency Management: Organized analysis, planning, decision-making, and assignment of available resources to mitigate (lessen the effect of or prevent) prepare for, respond to, and recover from the effects of all hazards. The goal of emergency management is to save lives, prevent injuries, and protect property and the environment if an emergency occurs. (FEMA 1995, I-6).

Emergency Management Committee: The Emergency Management Committee (EMC) provides an advisory forum responsible to the President, USU, to analyze, provide guidance, recommendations, resources for and evaluation of emergency preparedness policies and plans designed to mitigate, respond and recover from emergency/disaster events. The purview of the Committee is limited to matters that pertain to emergency preparedness, response and recovery. Refer to USU Instruction 9005, Emergency Management Committee, for specific responsibilities and duties.

Emergency Operations Group: The EOG is an ad hoc group established by the USU President or designee. Membership is determined by the incident type and response needed. The EOG is responsible for implementing emergency support annexes or developing and executing *action plans* to respond to, and recover from, a campus emergency. The EOG is comprised of representatives from key University divisions, departments and offices that have *resources and/or knowledge* that are necessary to help the University prepare, mitigate, respond, and recover from an emergency. Situational dependent, members of the EMC may also be members of an established EOG.

Emergency Operations Plan (EOP): An all-hazards document that specifies actions to be taken in the event of an emergency or disaster event; identifies authorities, relationships, and the actions to be taken by whom, what, when, and where, based on predetermined assumptions, objectives, and existing capabilities.

Emergency Support Function: Core functions that drive specific mechanisms promoting the accomplishment of the overarching EOP as a whole.

Hazard: “A condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation.” (DoD, *DoD Dictionary of Military and Related Terms*, 2007)

Mitigation: Those activities designed to alleviate the effects of a major disaster or emergency or long-term activities to minimize the potentially adverse effects of future disaster in affected areas. (FEMA, *Definitions of Terms*, 1990; DHS, *National Response Plan* (Draft #1), Feb 25, 2004, 77)

Operational Security: Protection of critical information, such as limitations, vulnerabilities, specific operations, and security processes that an adversary needs to prevent or impact the University's mission.

Planning Assumption: [Planning] assumptions are those factors that are considered true, real, or certain for the purpose of creating a shared understanding of the plan. (**Leading Strategic Initiatives**, April 2012)

Preparedness: Those activities, programs, and systems that exist prior to an emergency that are used to support and enhance response to an emergency or disaster. (**FEMA, 1992**)

Recovery: "The implementation of prioritized actions required to return an organization's processes and support functions to operational stability following an interruption or disaster." (**DHS, FCD I**, Nov. 2007, P-9)

Response: "Those activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster." (**FEMA, Federal Response Plan**, 1992; See also, **USG CONPLAN**, 2001)