



HOWARD UNIVERSITY

Emergency Management Plan

2400 6th St NW, Washington, DC 20059

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LETTER OF PROMULGATION

Record of Revisions

Date	Page(s)	Website	E-Copy (Pdf)
09/01/12	7, 11, 12, 13, 16, 17, 18, 22, 25, 26, 34, 46, 49, 50, 67 -76, 85, 99.	Yes	Yes
08/15/13	Multiple revisions and additions were made to update the EM-PLAN	Yes	Yes
10/01/13	100 – 106, Annex 18 added.	No	No
07/1/2020	Updated the plan and annexes. Added a new table of context	Yes	Yes

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INTRODUCTION

HOWARD UNIVERSITY BACKGROUND: Howard University is located in Washington, D.C., the capital of the United States of America, which is a unique city sitting on 68 square miles of land and is home to over 572,000 residents. Washington D.C. is the home of the federal government, over 45,000 firms, 12 colleges and universities, four military installations, and the United States military headquarters housed in the Pentagon. It is the home of the President of the United States and a focal point for international relations and commerce, in addition to hosting over 20 million visitors and tourists every year. The District is bordered by Virginia and Maryland, creating a metropolitan area of almost 5 million people, which makes it the 4th largest metropolitan area in the nation.

Howard University's charter was enacted by Congress and approved by President Andrew Johnson on March 2, 1867, for "the purpose of educating youth in the liberal arts and sciences." Howard University opened its doors with four students, in a single frame building, and has grown to more than 10,000 students today, with 12 schools and colleges, a hospital, several out-patient clinics, two satellite health centers, a radio station, a television station and Ph.D.'s awarded in 26 fields. The University sits on over 240 acres of land, encompassing over 100 facilities on four campuses.

Since September 11, 2001, the entire nation is more conscious of safety and security concerns, and there is general recognition of a need to develop emergency readiness plans to protect life and property. In the past few years, there have also been several critical incidents on university campuses across the nation, most notably the tragic shooting of over thirty students and faculty members at Virginia Tech. Howard University similarly must be prepared to meet any emergency or critical incident it may experience. An emergency may range from a local incident limited to the campus or to one that extends beyond the campus periphery, which may affect the University because of its location within the city.

Howard University's Emergency Management Plan is designed to be compatible with the **District of Columbia Response Plan [DRP]**. It follows the Incident Command System, as required by the Code of Federal Regulations. The DRP, in turn, interfaces with the **National Response Framework**. Howard University's Emergency Management Plan can be activated and used to respond to a variety of incidents, including but not limited to a severe weather condition, a natural disaster, or terrorist activity. The plan's modular structure allows flexibility for handling on-campus incidents such as a flood or fire or adjusting for a city-wide disaster.

PURPOSE

The Howard University - Emergency Management Plan (HU-EMP) is intended to establish policies, procedures, and organizational structure for response to emergencies that are of a magnitude to cause a significant disruption of the functioning of all or portions of the University. This plan describes the roles and responsibilities of departments, schools, units, and personnel during emergencies. The basic emergency procedures are designed to protect lives and property through the effective use of university and community resources. Since an emergency may be

sudden and without warning, these procedures are designed to be flexible to accommodate contingencies of various types and magnitudes.

Through the use of annexes, the HU-EMP addresses several specific types of emergencies on an individual basis, providing guidelines for the stabilization and recovery from these types of incidents. These include emergency instructions and references in a concise format for the individuals designated to manage University resources.

SCOPE

This plan outlines the preparation, response, and recovery of university personnel and resources for emergencies. The HU-EMP is consistent with established practices relating to the coordination of emergency response actions.

MISSION

Howard University personnel will respond to every emergency in a safe, effective, and timely manner. The appropriate personnel and equipment will be deployed to accomplish the following priorities in every incident:

- Priority 1: Protection of Human Life
- Priority 2: Support of Health, Safety, and Basic Services
- Priority 3: Protection of University Assets
- Priority 4: Maintenance of University Services
- Priority 5: Assessment of Damages
 - Priority 6: Restoration of General Campus Operations

HAZARD AND RISK ASSESSMENT SUMMARY

Hazard	Description	Probability	Impact
Natural Hazards			
Floods	A temporary inundation of water causes floods onto naturally dryland areas. A flash flood is a rapid flooding of a specific area caused by intense rainfall or the collapse of a human-made structure, such as a dam. Floods can cause secondary natural hazards, including subsidence.	Medium	High
Winter Storms	Winter storms consist of extreme cold and heavy snowfall or ice. Winter storms can cause secondary natural hazards, including flooding, severe thunderstorms and tornadoes, and high winds.	High	High
Thunderstorms and Tornadoes	Thunderstorms are composed of lightning and rainfall and can intensify to cause damaging hail, high winds, tornadoes, and flash flooding. Tornadoes are spawned by severe thunderstorms and consist of a rapidly rotating funnel of air that gusts between 65 and over 200 miles per hour, depending on the intensity of the storm.	High	High

Hazard	Description	Probability	Impact
Extreme Temperatures	Extreme temperatures can present either as severe hot or cold temperatures that can cause injury or death to the population. Severe heat in the District is typically characterized by a combination of high temperatures and exceptionally humid conditions. Extreme cold temperatures can accompany winter storms and can be characterized either by the low air temperature or a low wind chill, which factors in the air temperature and wind speed.	High	High
Hurricanes, Tropical Storms, and Tropical Depressions	Hurricanes, tropical storms, and tropical depressions are types of tropical cyclones or low-pressure areas of closed circulation winds. The hazard components and risks of these storms include storm surge, extreme rainfall, high winds, thunderstorms, and tornadoes.	Medium	High
Earthquakes	Earthquakes consist of sudden ground motion, shaking, or trembling that can damage buildings and bridges; disrupt gas, electric, and phone service; and trigger landslides, avalanches, flash floods, fires, or tsunamis.	Low	Medium
Pandemic	A pandemic is an epidemic occurring over a wide geographic area, usually affecting many people, which can cause injury, resulting in death and overwhelm resources.	Medium	Medium
Technological and Human-Caused Hazards			
Radiological and Hazardous Material Release	Radiological and other hazardous materials can present a hazard to the population if released in an uncontrolled manner, either from the fixed site of their use or storage or during transport. The specific extent of the hazard can depend on the type and amount of material released. The effects and risks of radiological and hazardous material releases can be exacerbated by natural hazards, including rain, high winds, and fires.	Medium	Medium
Urban Fires	Urban fires consist of uncontrolled burning in residential, commercial, industrial, or other properties.	Medium	Medium
Utility Failure	Utility failures are the interruption or loss of electrical or natural gas service for an extended period.	Medium	High
Transportation Incidents	Transportation accidents can drastically affect the daily movement of people and goods throughout an area. These accidents can involve the following systems: motor vehicles, bus/subway, air, and railroad.	Medium	Medium
Human-Caused			

Special Events, Demonstrations, and Civil Disobedience	Special events, demonstrations, and civil disobedience require extensive logistical planning and substantial District resources for traffic and crowd control, food safety, sanitary facilities, street detours and closings, emergency medical services (EMS), public transportation, police/fire support, and pre- and post-event debris management.	High	Medium
Hazard	Description	Probability	Impact
Terrorism	<p>Terrorism is the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. It includes, but not limited to:</p> <ul style="list-style-type: none"> • Cyberattacks • Bioterrorism • Improvised Explosive Device • Chemical Agents • Radiological Dispersal Device 	Medium	High

PLANNING ASSUMPTIONS

The Howard University Emergency Management Plan (HU-EMP) is predicated on a realistic approach to the problems likely to be encountered during any significant emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- a. An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- b. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this plan, should serve only as a guide and a checklist and may require modifications to meet the requirements of the emergency.
- c. An emergency or a disaster may be declared if the information indicates that such conditions are developing or probable.
- d. Disasters may be university-wide or city-wide. Therefore, the University must prepare for and carry out disaster response and short-term recovery operations in conjunction with local resources.

PHASES OF EMERGENCY MANAGEMENT

Today's Emergency Operations Plans (EOP's) for colleges and universities must be aligned with the emergency planning practices at the national, state, and local levels. National planning

efforts are now informed by Homeland Security Presidential Policy Directive (HSPD) – which describes the nation's approach to preparedness. HSPD-8 defines preparedness around the following five mission areas: Prevention, Protection, Mitigation, Response, and Recovery.

Prevention - The capabilities necessary to avoid, deter, or stop an imminent crime or threatened or actual mass casualty incident. Prevention actions are those taken to prevent a threatened or actual incident from occurring.

Protection - The capabilities to secure an institution of higher learning against acts of terrorism and human-made or natural disasters. Protection focuses on ongoing actions that protect students, teachers, staff, visitors, networks, and property from a threat or hazard.

Mitigation - The capabilities necessary to eliminate or reduce the loss of life and property damage by lessening the impact of an event or emergency. It can also mean reducing the likelihood that threats and hazards will happen.

Response - The capabilities necessary to stabilize an emergency once it has already happened or is sure to happen in an unpreventable way; establish a safe and secure environment; save lives and property; and facilitate the transition to recovery.

Recovery - The capabilities necessary to assist an institution or organization affected by an event or emergency in restoring the learning environment

CONCEPT OF OPERATIONS (CONOPS)

OVERVIEW

The University Emergency Management operations use of the National Incident Management System (NIMS) to facilitate interagency coordination between responding agencies. Howard University will cooperate with federal and local emergency management agencies and other responders in the development, implementation, and execution of its emergency response plans. Nothing in this Plan shall be construed in a manner that limits the use of sound judgment and common sense in matters not foreseen or covered by the elements of the plan.

INCIDENT COMMAND SYSTEM

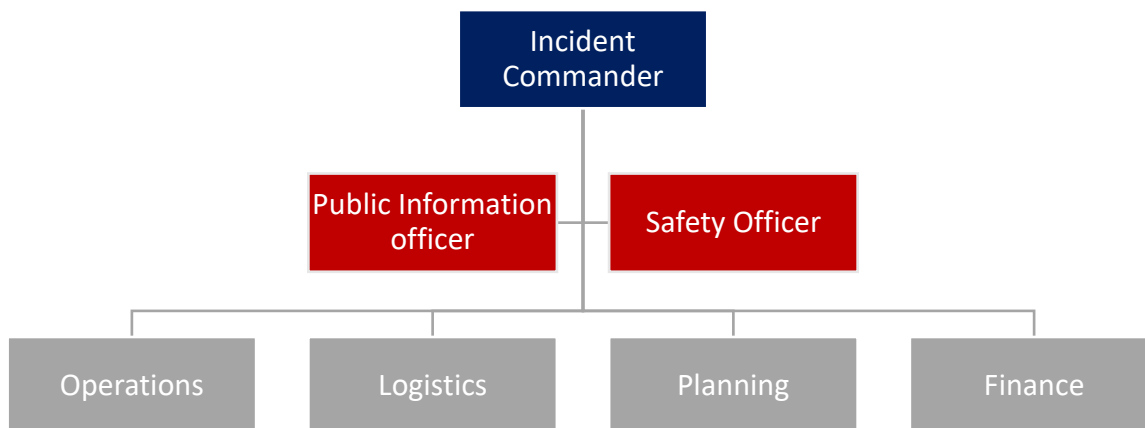
Incident Command System is a standardized approach to the command, control, and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be significant. It is used for all kinds of emergencies and applies to small as well as large and complex incidents.

The Incident Command System (ICS) will be used to manage emergency scenes and incidents that occur within the University. Incident Command System (ICS) is a management structure adopted throughout the U.S. and international communities.

ICS benefits include:

- Meeting the needs of incidents of any kind or size
- Allowing personnel from a variety of agencies to rapidly link together into a standard management structure
- Being a cost-effective system, which avoids duplication of efforts
- Allowing the transfer of command from one incident commander to another to meet the severity of the incident
- Use of standardized ICS forms and the development of Incident Action Plans (IAPs) when the situation warrants

The On-Scene Incident Commander (IC) (DPS Watch Commander) shall respond to an emergency incident and assume Incident Command for Howard University. The Incident Commander will establish an Incident Command Post and will coordinate and communicate with the outside responding agencies. The Campus Security Operations Center will notify the appropriate designated members as requested by the Incident Commander. Below is a basic Incident Command Structure.



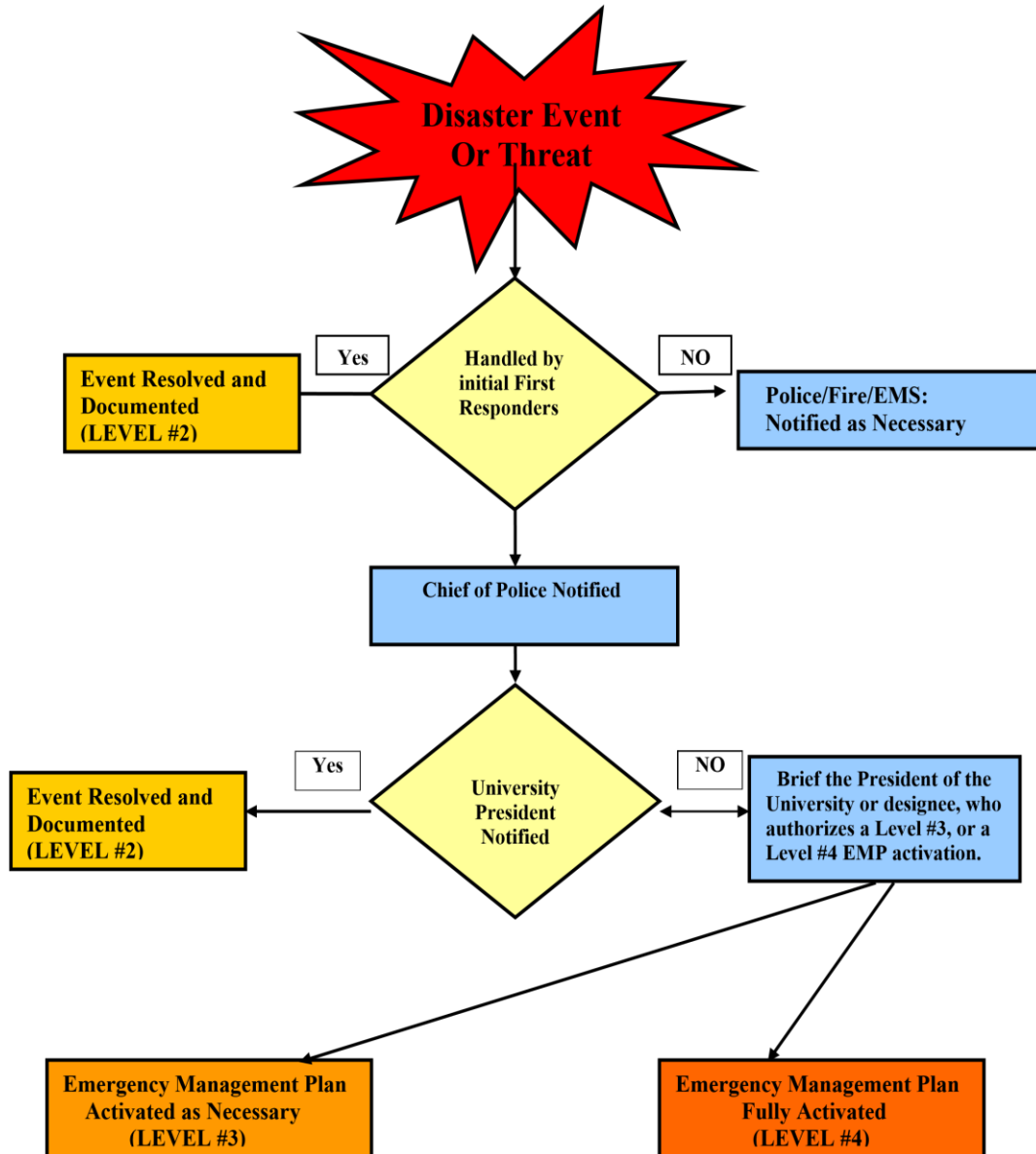
EMERGENCY MANAGEMENT PLAN ACTIVATION.

The primary responsibility for monitoring emerging threats and events resides with the Howard University Department of Public Safety (HU-DPS). The HU-DPS operates on a continuous 24/7/365 basis and is always available to receive emergency communications from a variety of sources. In any type of emergency, the HU-DPS Shift Commander or designee should follow standard operating procedures. If the emergency warrants, the Shift Commander or designee shall notify the Emergency Manager and the Chief of Police as soon as possible with as much information as available regarding the emergency incident(s).

Based on information obtained from appropriate first responder entities, the Director of Public Safety will notify the University President or his designated representative before activating the Emergency Management Plan. Full activation of the Emergency Management Plan is delegated to the University President or his designee upon the receipt of information of an emergency event or threat of an emergency. (See Chart #1)

In case of a declared local, state, or federal emergency, a decision will be made by the President of the University or his designee on a plan of action and whether to activate the Howard University Emergency Management Plan fully.

Chart #1 – Plan Activation / Notification



NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) OVERVIEW

The operational aspect of the University's Emergency Management Plan is based upon the management of the incident taking place within a framework established by the National Incident Management System (NIMS), using the Incident Command System (ICS). NIMS is a modular emergency management system designed for all hazards and levels of emergency

response. This system creates a combination of facilities, equipment, personnel, procedures, and communication operating within a standardized organizational structure. NIMS is used by the Department of Homeland Security and throughout the United States as the basis for emergency response management. The use of NIMS at Howard University facilitates the University's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies. Some of the kinds of hazards and events that would be managed through NIMS are listed below:

- Fires
- Hazardous Materials Release
- Pandemic Incidents,
- Mass Casualty Events.
- Multi-jurisdiction and multi-agency disaster responses (natural disaster, terrorism, civil unrest)
- Search and rescue operations.
- Significant transportation accidents.
- B-NICE (Biological, Nuclear, Incendiary, Chemical, Explosive).
- Major planned events, e.g., celebrations, parades, concerts, and homing coming

EMERGENCY MANAGEMENT STRUCTURE

The University's emergency management structure consists of the following major components:

- The Policy Group
- The Emergency Management Team
- Emergency Support Functions (ESF)
- Critical Operations Plans
- Building/College/Department/Division Emergency Plans
- Response Annexes (Natural Disaster/Terrorism/Severe Weather etc.)

THE POLICY GROUP

The Policy Group encompasses the Cabinet and any other subject matter expert deemed appropriate by the University President. The Policy Group will be activated by the President of the University or his designated representative upon the occurrence of any incident which threatens the health and safety or the operational functionality of the H.U. community. The Policy Group will receive and evaluate information from various sources during the progress of the event and advise the President on appropriate actions requiring his/her decision. The Policy Group is also responsible for the review and approval of the Howard University Emergency Management Plan.

HU PRESIDENT & CABINET:

1. Upon receipt of the information on any disaster or crisis which threatens the health and safety of Howard University community, the President shall activate the Policy Group and Emergency Management Team (EMT) as appropriate for evaluating the nature of the threat.

2. Provide direction on the appropriate course of action.
3. Communicate appropriate information to EMT and the University community, as applicable.
4. In the absence of the President, his/her designee shall assume the general oversight responsibilities under this plan.

The Policy Group consists of but is not limited to:

- The President of Howard University
- Provost and Chief Academic Officer, or designee
- Executive Vice President and Chief Operating Officer
- Executive Vice President and Chief Human Resources Officer or designee
- Senior Vice President & Secretary, or designee
- Senior Vice President, Chief Financial Officer - Treasurer, or designee
- Vice President and General Counsel, or designee
- Vice President for Development and Alumni Relations, or designee
- Vice President for Student Affairs
- Vice President for Compliance
 - Subject Matter Expert/s [SMEs], pertinent to the incident, if deemed appropriate

The EMERGENCY MANAGEMENT TEAM (EMT).

The Emergency Management Team is activated, based on the type and nature of the incident, to manage the operational aspects of the University's response to an emergency event. This team is accountable to the President of the University and keeps the Policy Group updated on the status of every emergency from its inception to the conclusion.

The Chief of Police/Executive Director of Public Safety has been designated by the President of the University to head the EMT. It has a responsibility for the overall management of all emergency incidents impacting the University. The University Emergency Manager will lead the EMT during emergency operations and maintain all the plans, exercises, and procedures associated with the EMT.

The EMT consists of but is not limited to:

- Chief of Public Safety (Lead Executive)
- Emergency Manager (Team Lead)
- Deputy Chief Department of Public Safety
- Executive Director of Physical Facilities Maintenance
- Director Office of Communications
- Director Office of Environmental and Safety
- Director of Residence Life

- Director of Transportation Services
- Director of Student Health
- Director of the Division of Student Affairs
- Office of Human Resources
- Office of Finance

The Howard University EMT will convene quarterly to update the team on its past activities and prepare for future events. Notifications of the quarterly meetings will be made by the Director of Public Safety or his designee.

The Howard University EMT will participate in regular exercises (i.e., tabletop, functional, full scale) on an annual basis to maintain a high level of proficiency in executing the operational aspects of the emergency management plan.

EMERGENCY SUPPORT FUNCTIONS (ESF).

The emergency management of incidents that occur within the District of Columbia, including Howard University, is governed by the District of Columbia Homeland Security and Emergency Management Agency (DCHSEMA), and the District Response Plan. This plan uses a bottom-up approach in all phases of emergency management, with emergency activities being resolved at the lowest possible level of response. As such, the resources of local response agencies, including those of Howard University, will be used in the stabilization and recovery effort. Chart #2 lists those University Departments that have been designated as ESF lead agencies within the university structure. Under this designation, H.U. lead divisions/departments will be expected to contribute those resources necessary within their respected emergency support function to carry out their assigned tasks.

Chart #2

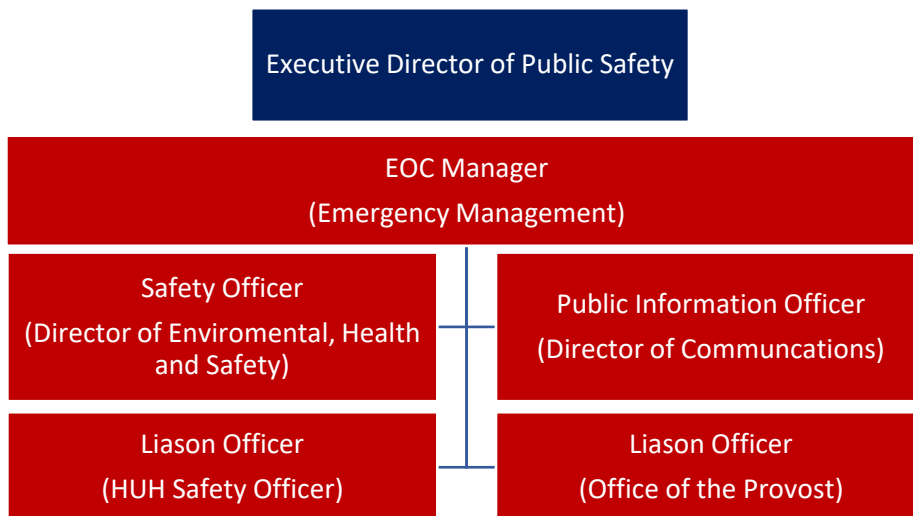
Emergency Support Functions	Department Lead
Esf-1 Transportation	PFM
Esf-2 Communication	Office of Communication
Esf-3 Infrastructure and Engineering	PFM
Esf-4 Fire Safety	Office of Environmental Health and Safety
Esf-5 Information and Planning	Department of Public Safety
Esf-6 Mass Care/Sheltering	Residence Life
Esf-7 Resource Management	Department of Material Management
Esf-8 Health and Medical Services	Student Health/Huh
Esf-9 Search and Rescue	Department of Public Safety
Esf-10 Hazardous Materials	Office of Environmental Health And Safety
Esf-11 Food	Food Services
Esf-12 Energy	O&M PFM
Esf-13 Security	Department of Public Safety
Esf-14 Media Relations and Outreach	Office of University Communication
Esf-15 Donation and Volunteer Management	Office of Development And Alumni Relations

ROLES AND RESPONSIBILITIES

The EOC COMMAND STAFF

The Emergency Operations Center (EOC) Command Staff manages the EOC operations and ensures the objectives are carried out. The EOC Command Staff consist of the following:

- Executive Director of Public Safety
- Howard University Emergency Manager
- Director of Communications
- Director of Environmental, Health, and Safety
- The Office of the Provost
- Safety Officer from the Howard University Hospital



EXECUTIVE DIRECTOR DEPARTMENT OF PUBLIC SAFETY: [In communication with the President and the Policy Group of the University for all significant incidents].

1. Activate the EMT during an incident or when the threat of one exists.
2. Establish Incident objectives and strategies to resolve the emergency.
3. Keep the Policy Group informed of incident status. Seek concurrence for the release of information to the media.
4. Issue supplementary declarations and orders as the situation require.
5. Request City assistance if needed.
6. Order demobilization of the incident when appropriate.

EMERGENCY MANAGER – EOC MANAGER AND EMT LEADER:

1. Responsible for the overall management of the emergency response
2. Establish immediate priorities based on the objectives

3. Sets up and manages the Emergency Operations Center
4. Leads the command staff in the EOC
5. Leads planning meetings
6. Approve and authorize the implementation of an Incident Action Plan
7. Coordinate activity for all key personnel
8. As appropriate, may delegate command to a Deputy Chief of Police, Executive Director of PFM, or the Director of Environmental Health and Safety for incidents specific to their area of expertise

SAFETY/DIRECTOR, ENVIRONMENTAL HEALTH & SAFETY, HOWARD UNIVERSITY:

1. Will service as Incident Safety Officer in all emergencies
2. Participate in planning meetings, on or off-campus
3. Identify hazardous situations associated with the incident
4. Ensure that Basic Safety Inspections are conducted regularly in all university facilities as required by the District of Columbia Code
5. Review the Incident Action Plan for Safety implications.
6. Exercise emergency authority to stop and prevent unsafe acts
7. Investigate accidents that have occurred within the incident area
8. Assign assistants, as needed
9. Review and approve the first-aid plan
10. Maintain Unit Log

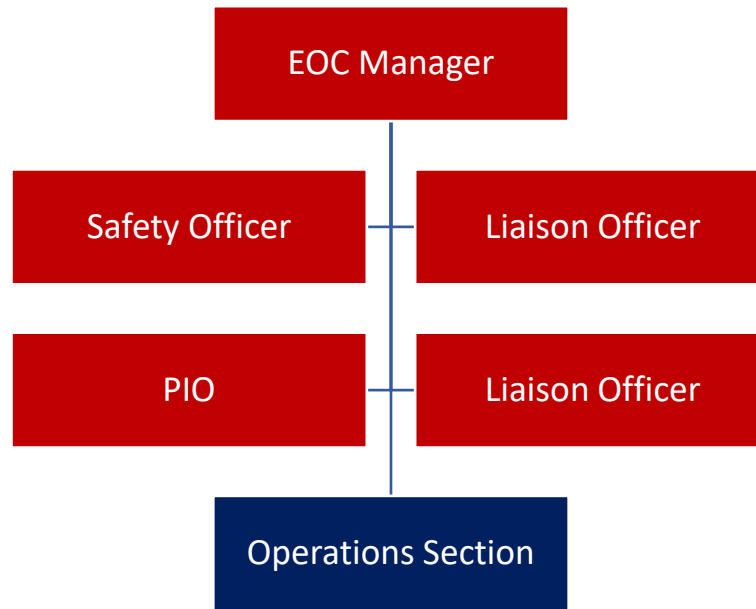
PUBLIC INFORMATION OFFICER/MEDIA CONTACT/DIRECTOR OFFICE OF UNIVERSITY COMMUNICATIONS:

1. Serve as or designate the single point of contact for media and external communications.
2. Will designate a media briefing area for dissemination of information to the media.
3. Determine if there are any limits on information release.
4. Determine and implement effective utilization of H.U. radio and television stations, and Web updating.
5. Determine the utility of activating a 1-800 call-in line with a pre-recorded message, with [hourly] up-dates for easy access to information and rumor control.
6. Develop material for use in media briefings.
7. Obtain Incident Commander and Policy Group concurrence and approval on media releases.
8. Arrange for tours and briefings as required.
9. Obtain media information that may be useful for incident planning.

The EOC OPERATIONS SECTION

The Howard University Operations Section is responsible for managing all aspects of University Operations during an emergency incident. The Section is made up of the following:

- Department of Public Safety
- PFM
- Student Affairs
- Howard Student Health Center
- Building Managers.



OPERATION SECTION/ HU DEPUTY CHIEF OF POLICE OR DESIGNEE:

1. Ensure isolation of the scene & secure the scene/premises/property; establish control zones, entry control, and Staging Area, as needed.
2. Maintain a current list of City support agencies, DCHSEMA; Metropolitan Police; D.C. Fire/Ambulance, etc. Contact as the situation requires. Complete List with Telephone Numbers [**Annex #20**].
3. Assist in establishing and coordinating interagency contacts.
4. Provide safeguards necessary for the protection of personnel and property.
5. Responsible for campus buildings evacuation, if needed, according to building evacuation plans and subsequent crowd management/control, as needed.
6. Evaluate scene safety and security for criminal activity, secondary devices, or for additional threats.
7. Monitor incident operations to identify current or potential inter-organizational problems.
8. Participate in planning meetings and provide current resource status, including limitations and capability of assisting agency resources.
9. For terrorism incidents, coordinate all intelligence and law enforcement aspects, since the incident site will be treated as a crime scene.
10. Maintain Unit Log.

ON SCENE COMMAND & ENTRY CONTROL POINT/DPS INCIDENT

COMMANDER:

Designate the staging area close enough to the incident so resources can respond/report immediately to the disaster site.

1. Establish and operate a site entry control point to control access and account for personnel.
2. The Staging Area Manager is responsible for the overall management of the incident site. The first arriving officer in staging is designated as the Staging Area Manager until relieved or reassigned.
3. Update EMT regarding the incident.
4. Assure that all responders are logged in as to their assignment and task. They facilitate the tracking of resources.

OPERATIONS SECTION /EXECUTIVE DIRECTOR PFM OR DESIGNEE:

1. Manage all aspects of Physical Facilities operations.
2. Establish the PFM Emergency Operations Work Center to assess and manage facility support and response.
3. Resolve any PFM problems reported to the EMT.
4. Request resources as needed – Advise Liaison of requirements.
5. Maintain close communications with Incident Commander.
6. Supervise the action plan for operations. Keep safety in mind.
7. Approve release of PFM resources from assigned status.
8. Make or approve any PFM changes to the Incident Action Plan, as necessary.
9. Have a debriefing session with EMT and Liaison before departure. Provide appropriate instructions and information for the back-up person.
10. Maintain a PFM Unit Log.

OPERATION SECTION/DIRECTOR DIVISION OF STUDENT AFFAIRS OR DESIGNEE:

1. Ensure evacuation plans are in place, and students are informed of emergencies in teaching, housing, and research facilities.
2. Verify that Building Managers of classrooms and residence halls have a Building Evacuation Plan posted and in place with at least one documented drill per semester during the peak occupation period.
3. Each building manager has an alternate/substitute trained in the emergency evacuation process.
4. The evacuation Plans and Procedures checklist is in Annex #9B.
5. Students are informed of what to do:
 - If they receive a bomb-threat [Annex #15];
 - Characteristics of suspicious letter or package [Annex #14]; In case they are taken hostage [Annex #13].

- Safety tips for severe weather conditions [Annex #7A]
6. A collaborative process is in place to quickly establish 1-800 numbers for student/parent communication.
 7. Plan for the accountability of students.

BUILDING MANAGERS/COORDINATORS:

1. Coordinate and exercise plans and assure students, faculty, and staff is informed of emergencies in academic, residential, and research facilities.
2. Ensure that the Building Managers of all academic and teaching facilities and Residence Halls have Building Evacuation Plans posted with at least one documented fire drill per semester during the peak occupation period.
3. Assign and train primary and alternate Floor Marshals for each story of the building in evacuation procedures and pro-active safety postures.
4. Necessary Safety Inspections are conducted monthly to check that safety equipment such as fire extinguishers are in place and to recognize potential safety hazards to prevent accident proactively.
5. Evacuation Plans and Procedures Checklist are outlined in Annex #9, 9A.

C. Critical Operations Plans. Each University Department identified as part of the EMT is determined to have critical operating responsibilities on a University-wide basis during emergencies and should maintain a Critical Operations Plan for executing their mission(s). Responsibilities include either direct management or operating as a part of the EMT to address specific situations.

D. Building/College/Department/Division Emergency Plans. These are building/college/department/division specific plans developed to reduce the risk of life or property loss through preparation for foreseeable events at a specific level. The Dean/Director/Administrator of their respective unit is responsible for the development of such a local plan

MEDICAL OFFICER HOWARD UNIVERSITY STUDENT HEALTH OR DESIGNEE:

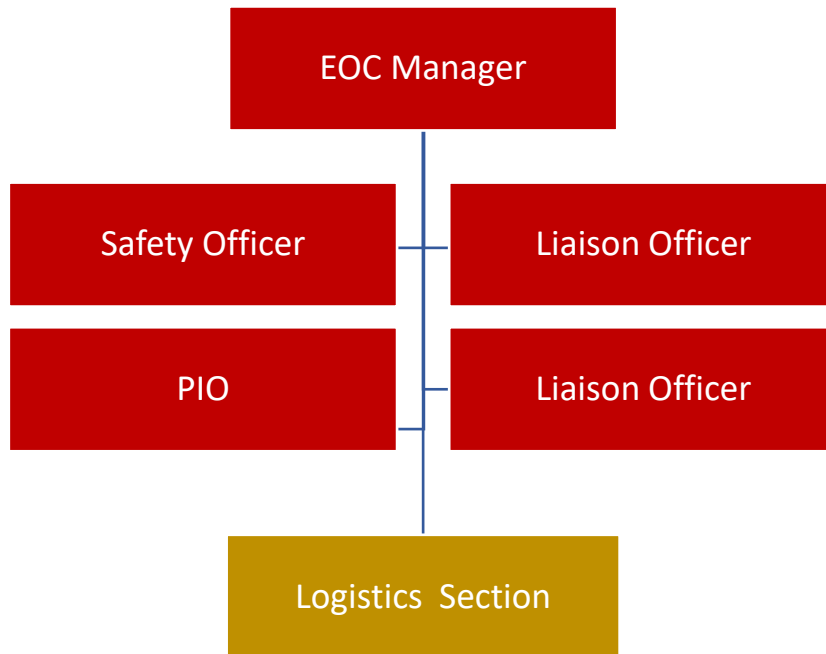
1. Determine the level of emergency medical activities before activation of the Medical Unit.
2. Acquire and manage medical support personnel.
3. Assign Student and Employee Health Services as necessary.
4. Establish procedures for handling severe injuries of responder personnel.
5. Respond to requests for:
 - a. Medical aid.
 - b. Medical transportation.
 - c. Medical supplies.
6. Assist Administration/Finance Section with processing paperwork related to injuries or deaths due to incidents.

The EOC LOGISTICS SECTION

The Logistics Section manages the process of planning, preparing, implementing, and evaluating all logistical functions that support the Emergency Operations Center during activation.

The Logistics Section is made up of the following:

- Strategic Sourcing and Asset
- Auxiliary of Services
- ETS



LOGISTICS SECTION / DIRECTOR, STRATEGIC SOURCING & ASSET MANAGEMENT:

1. Manage all incident requests for resources as needed.
2. Respond to requests of additional personnel, equipment, and supplies.
3. Supervise requests for additional resources, storage, and dissemination of supplies and equipment.
4. Maintain inventory.
5. Provide logistical input to EMT in preparing the Incident Action Plan.
6. Keep support units informed on communications, medical materials, and transporting capability.
7. For multi-facility incident, set up Facility Unit/s.
8. Determine the need to establish a Commissary to distribute supplies. Implement if necessary.
9. Identify anticipated and known service and support requirements. Service reusable equipment, as needed
10. Oversee demobilization of the Logistics Section.

LOGISTICS SECTION/ DIRECTOR, AUXILIARY OF SERVICES:

Must assure there is a plan to:

1. Maintain access to an inventory of food and water for the initial 72 hours of a disaster.
2. Determine the method of feeding to fit each facility or situation best. Such as providing food services to students/H.U. The community in case Blackburn Center or other cafeterias are affected.
3. Deliver meals to various dormitories if shelter-in-place is in effect, and students cannot leave the premises. Obtain the necessary equipment and supplies and establish cooking facilities.
4. Ensure that plans are in place for the delivery of food supplies if roads are blocked. Order enough food and potable water from the Supply Unit.
5. Provide a plan to the Incident Commander regarding emergency food service, including storage/procurement of dry goods, a source for [Meals Ready to Eat] MREs, and feeding capacity and duration.
6. Maintain food service areas, ensuring proper health and safety measures are being followed, to prevent food-related incidents.
7. Supervise caterers, cooks, and Food Unit personnel as appropriate.

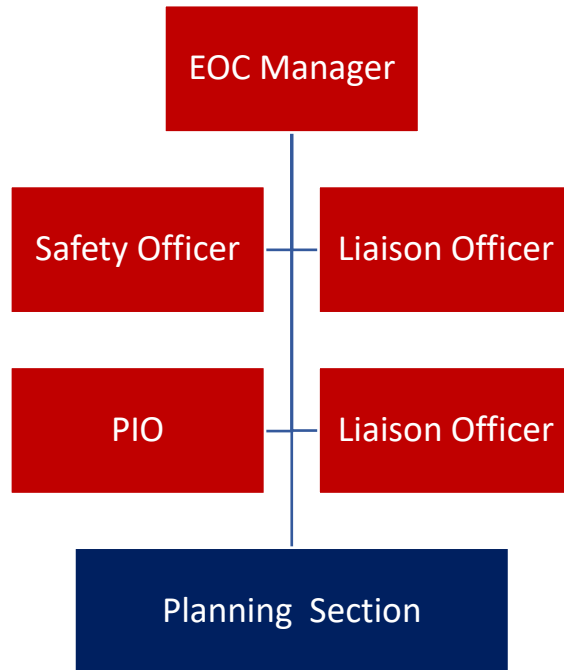
LOGISTICS SECTION/DIRECTOR OF ENTERPRISE TECHNOLOGY SERVICES [ETS]:

1. Maintain a plan to keep the technology infrastructure operational during times of emergency.
2. Maintain a back-up disaster recovery plan for the technology infrastructure in the event of a significant disruption of technology services.
3. Plan to manage main switchboard requirements during an emergency.
4. Plan to insure University communication requirements during an emergency.
5. Ensure that 800- lines are in place for students to call parents during an emergency.

The EOC PLANNING SECTION

The Planning Section serves a support role by collecting, analyzing, documenting, and disseminating information to help enhance response and recovery activities. The Planning Section is made up of the following:

- Department of Public Safety Office of Emergency Management
- Office of the Chief Operating Officer



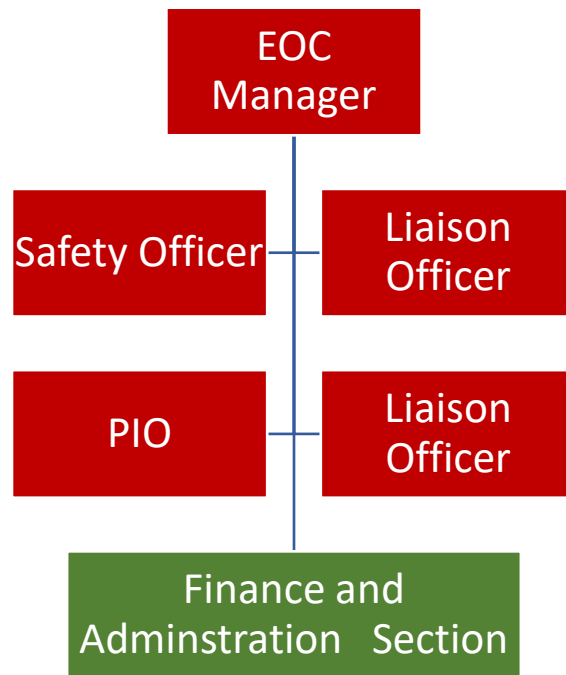
PLANNING SECTION/OFFICE OF EMERGENCY MANAGEMENT AND OFFICE OF THE CHIEF OPERATING OFFICER:

1. Continuously gather pertinent information from briefings with EMT, especially the Logistics Section, to maintain current and complete records.
2. Develop an operating plan [fill supply and support needs].
3. Coordinate with Support Units, such as H.R., HUH, as necessary for compensation-for injury and completion of appropriate paperwork required by worker's compensation.
4. Determine the need to establish, and implement, if necessary:
 - a. Documentation of Incident files,
 - b. Track personnel time, overtime logs, record keeping.
5. Prepare draft memorandums of understanding, as necessary.
6. Assign/arrange a site recorder, if needed.
7. Store files/records for post-incident reports. Assure security of files.

The EOC FINANCE AND ADMINISTRATION

The Finance and Administration Section consists of two units, as illustrated in the org chart below. The Section is responsible for coordinating several essential measures that are necessary to process and track expenditures. The Finance and Administration Section is made up of the following:

- Office of Real Estate
- Office of the Chief Financial Officer



FINANCE AND ADMINISTRATION / DIRECTOR, RISK, ESTATE & ASSET MGMT:

1. Verify insurance for University claims/losses.
2. Provide oversight of the claim's activities regarding University liability and property damage claims/incidents.
3. Guide the type of information required by the insurer(s) to process claims, including claim format.
4. Provide oversight for submission of claims information/data to the insurers, involving general liability and property losses.
5. Manage claims submission, prosecution, and payment
6. An approved process is in place to inform parents/guardians in case of student casualty.
7. The University Counseling Service will maintain a plan to counsel traumatized students if needed.

**FINANCE & ADMINISTRATION CHIEF/ CHIEF FINANCIAL OFFICER -
TREASURER:**

1. Coordinate all financial aspects of an incident.
2. Provide financial and cost analysis information as requested.
3. Maintain close contact with financial liaisons of involved Howard Units [PFM, Campus Police, Strategic Sourcing, Student Affairs, etc.]
4. Cost reporting and recording, creating cost summaries.
5. Make cost-saving recommendations. Assure accountability of donations.

DIRECTION, CONTROL, AND COORDINATION

INCIDENT COMMAND POST

The Incident Command Post (ICP) is the field location at which the primary tactical-level, on-scene incident command functions are performed and where the Incident Commander oversees all incident operations. This location may be located outdoors, in a vehicle, trailer, or within a building. Still, it should always be positioned outside of the present and potential hazard zone, but close enough to the incident to maintain command.

EMERGENCY OPERATIONS CENTER

Upon activation of the emergency management plan, appropriate members of the emergency Management Team (EMT) will be notified and will report to the designated Emergency Operations Center (EOC) as soon as possible. The EMT Team Leader shall review the circumstances of the emergency with the EMT and determine the appropriate response and follow-up actions. In those cases where it becomes necessary to warn the university community of an impending threat or emergency, the EMT Team Leader can request authorization to activate the University's mass notification alert system (Alert H.U.).

The primary EOC will be continuously maintained in a state of readiness for conversion and activation. The EOC serves as the centralized, well-supported location for the Emergency Management Team to assemble and manage the emergency event. Response activities and work assignments will be planned, coordinated, and delegated from the EOC.

The primary EOC will be located on a site to be determined on the main campus of the University. The type of emergency incident may cause the EMT Team Leader or designee, in consultation with the President or his designee, to identify another location on the main campus as the primary EOC.

If these primary EOC's are unsuitable or unusable, a back-up EOC at a satellite location will be activated and utilized to manage the incident to its conclusion.

The EMT must respond quickly and effectively to a Level 4 emergency. The President or his/her designee will determine when an emergency reaches this response level. If it is determined to be a Level 4 Emergency, the President or their designee will activate the Emergency Management Plan, and the Policy Group will be assembled, and the Emergency Operations Center will be activated. The Policy Group will meet in a location selected by the President or his/her designee. The Emergency Management Team will meet at the EOC (to be determined) or a designated back-up site. The Emergency Management Team is responsible for preparing a report for all Level 4 Emergencies. This report will consist of the facts gathered, assessment of the emergency, and any actions already taken. The report should be reviewed by the Policy Group and delivered to the President as soon as possible. The delivery may take place in the form of a written or verbal communication at the request of the President.

LEVELS OF OPERATION. There are four levels of operation(s):

- **LEVEL 1 – NORMAL DAY TO DAY OPERATIONS.**
- **LEVEL 2** – A Level 2 emergency is a short-term internal incident that can, in most cases, be resolved by the responding unit (i.e., Police, Residence Life, Facilities) using internal departmental standard operating procedures (SOPs). The emergency is not likely to adversely affect life, health, property, or the functional capacity of the University. The Policy Group is usually not involved, and notification is limited to those directly involved in the crisis. However, the Director of the University Office of Communications and the Executive Director of Public Safety will be notified about the emergency as soon as reasonable. Activation of the University's EOC is not necessary. Examples of a Level 2 emergency include an academic laboratory chemical spill, a computer-related hoax or virus, a localized water-pipe break, an electrical failure that affects a classroom building, or a short-term power outage.
- **LEVEL 3** – A Level 3 emergency may adversely affect some University operations and threaten life, health, or property within a small or isolated area. It is usually a minor event that has a predictable duration and little impact on the campus community beyond those using the building/space in which it occurred. Internal departmental SOPs will be utilized to address a Level Three emergency; activation of the University's EOC is usually not necessary. The Policy Group and the Office of Emergency Management will be notified and kept apprised of the emergency. Examples include a fire that impacts normal operations; an incident causing severe injuries or dam damage; water main breaks; weather-related incidents; bomb threats, a bioterrorism incident, or a computer/network failure that impacts significant segments of the University.
- **LEVEL 4** – A Level 4 emergency has an unpredictable duration and will likely disrupt the overall operation of the University. Many issues can become quite complicated because of varied institutional and support responses that must be coordinated. Activation of the University's Emergency Operations Center is necessary. The Senior Administration will

usually require significant policy considerations and decisions. Examples of a Level 4 emergency include a national tragedy or incident, a building takeover or occupation, active shooter incidents, student deaths that occur outside of the community but emotionally impact members of the University community, student death on campus, a campus disturbance, or a riot, severe weather events, natural or human-made catastrophic events.

STAGING AREA

DPS Incident Commander shall establish one or more staging areas for arriving off-campus responders, equipment and other resources. Pre-designated staging areas that could be considered will be announced as necessary and may include areas outside of the campus jurisdiction, if necessary. The staging area should have different access routes for incoming and outgoing resources and locate out of any possible line of direct hazard effects, to minimize risk to resources.

JOINT INFORMATION CENTER

If a university incident is expected to last for a prolonged period, a staging site for a media center and a Joint Information Center (JIC) will be established at an announced location(s). The H.U. Communications Public Information (PIO) Officer will coordinate the JIC activities. Parking adjacent to these facilities will be reserved for media and staff vehicles. The JIC will include space for the media, reports, a podium, a multimedia box, a backdrop, and appropriate signage.

DAMAGE ASSESSMENT

Damage Assessment is a preliminary onsite evaluation of damage or loss caused by an accident or natural disaster. After an incident has occurred, the EMT will order a damage assessment process to be implemented. PFM will lead the process. The damage assessment process will quickly determine and report the location, severity, and nature of the damage to Howard University. The EMT will use this information to determine areas that will need a coordinated response and start to document cost.

- PFM
- Office of Real Estate
- Office of Public Safety
- ETS

INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Incident managers are often challenged to understand the full scope and nature of an incident due to the inherent difficulty infusing a variety of sources of incomplete information. Maintaining a common operating picture is crucial to the effective management of an emergency.

The EOC, when activated, is where most of the synthesis of information will occur. Sharing of information between the Policy Group, the Emergency Operations Center, and a variety of

means will do the Incident Commander. Essential information sharing tools, including email, phone, and radio, will be utilized. Documentation of this information is the responsibility of all who support the emergency response.

When the EOC is not activated, it is the responsibility of the Executive Director of the Department Safety or his/her designee to provide situational awareness to the Policy Group.

COMMUNICATION AND EMERGENCY NOTIFICATIONS

BISON SAFE EMERGENCY NOTIFICATION SYSTEM

Bison Safe Emergency Notification System is the official emergency notification system for Howard University. Bison Safe Emergency Notification System is used to provide prompt notification to students, faculty, and staff if there is a condition that may threaten the health or safety of those on campus. The Department of Public Safety manages the Bison Safe Emergency Notification System. Only Emergency information will be sent out on Bison Safe. H.U will send Non-Emergent information. Communications.

Bison Safe utilizes multiple notification methods to reach out to students, faculty, and staff during an emergency. The UH ALERT Emergency Notification System utilizes the following channels to send emergency messages:

- Email
- Text Message
- Bison Safe Mobile App

Bison Safe Emergency Notification System will only send messages when a significant emergency or dangerous situation that represents an immediate threat to the health or safety of the campus community or when certain criminal offenses have been reported that represent a serious or continuing threat to the university community.

The Howard University Department of Public Safety has the primary responsibilities for the following functions are assigned to UHPD dispatch and supervised by the Executive Director of Public Safety or designee. These emergency functions and tasks include:

- Receive information on emergencies
- Alert Key H.U. personnel of emergencies
- Disseminate HU ALERT information and instructions to the University through the Bison Safe Alert Systems.

SECURITY OPERATION COMMUNICATIONS CENTER

The Security Operations Communications Center, better known as the SOCC, is a multi-facet operations center used to manage, monitor, and facilitate police operations for the Howard University Department of Public Safety. Housed within this center are multiple security systems that are leveraged to enable us to provide the services needed. The SOCC is manned 24/7. An emergency incident can be reported to the SOCC by calling 202 806-1100 or by using the Mobile Blue Light on the Bison Safe phone app.

RECOVERY OPERATIONS

EMERGENCY MANAGEMENT DEMOBILIZATION PROCEDURES

After a disaster where University operations have been shut down or curtailed, the entire campus environment may be dangerous. The first recovery step is to secure the campus and then to secure all University facilities. Only after the environment has been rendered safe can restoration efforts begin, followed by an orderly return to normal University operations. Timely information will be provided to the Office of University Communications for dissemination throughout the entire recovery process.

The EMT Team Leader will coordinate with all applicable internal and external stakeholders to ensure that recovery operations are progressing. The EMT Team Leader will keep the University President and the Policy Group advised on all recovery operations. The University President will render a decision at the appropriate time de-escalating the Emergency Management Plan from full activation to a level that is more consistent with real-time circumstances and the progress of recovery operations.

AFTER ACTION REPORT AND CORRECTIVE ACTION PLAN

All activations of the Emergency Management Plan will be fully documented in an After-Action Report, which shall be submitted by the Chief of Police/Executive Director for Safety and Security to the University President for approval within thirty (30) days. An after-action conference shall be held within fifteen (15) days of the incident with the members of the EMT. The purpose of this meeting is to examine the actions the University took during the incident, look at lessons learned, and work to improve emergency procedures for the future.

Once the After-Action Report is developed, a Corrective Action Plan will be developed. This plan identifies the areas of improvement and what department or office is responsible for the corrective action. The Office of The Chief Operating Officer and the Office of the Provost will be responsible for ensuring the corrective actions are completed in a timely fashion.

TRAINING AND EXERCISE

EXERCISE METHODOLOGY

Howard uses the Homeland Security Exercise Evaluation programs (HSEEP) standard methodology for planning and conducting individual exercises. This methodology applies to exercises in support of all national preparedness mission areas. A standard methodology ensures a consistent and interoperable approach to exercise design and development, conduct, evaluation, and improvement planning, as depicted in Figure 1.1. The following chapters contain more detailed descriptions of each phase.



Figure 1.1: HSEEP Exercise Cycle

EXERCISE DESIGN AND DEVELOPMENT

In designing and developing individual exercises, exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics. At critical points in this process, the exercise planning team engages elected and appointed officials to ensure their intent is captured and that the officials are prepared to support the exercise as necessary.

EXERCISE CONDUCT

After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities.

EXERCISE EVALUATION

Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. The practical evaluation assesses performance against

exercise objectives and identifies and documents strengths and areas for improvement relative to core capabilities.

IMPROVEMENT PLANNING

During improvement planning, the corrective actions identified during individual exercises are tracked to completion, ensuring that exercises yield tangible preparedness improvements. A useful corrective action program develops I.P.s that are dynamic documents, which are continually monitored and implemented as part of the more extensive system of improving preparedness.

EXERCISE TYPES

There are seven types of exercises defined within HSEEP, each of which is either discussions-based or operations-based. Discussions-based Exercises familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures.

Types of Discussion-based Exercises include:

- **Seminar.** A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a new Evacuation Standard Operating Procedure).
- **Workshop.** A workshop resembles a seminar but is employed to build specific products, such as a draft plan or policy (e.g., a Training and Exercise Plan Workshop is used to develop a Multi-year Training and Exercise Plan).
- **Tabletop Exercise (TTX).** A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.
- **Games.** A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation.

Operations-based Exercises validate plans, policies, agreements, and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment.

Types of Operations-based Exercises include:

- **Drill.** A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g., a fire department conducts a decontamination drill).
- **Functional Exercise (F.E.).** A functional exercise examines and validates the coordination, command, and control between various multi-agency coordination centers (e.g., emergency operation center, joint field office, etc.). A functional exercise does not involve any "boots on

the ground" (i.e., first responders or emergency officials responding to an incident in real-time).

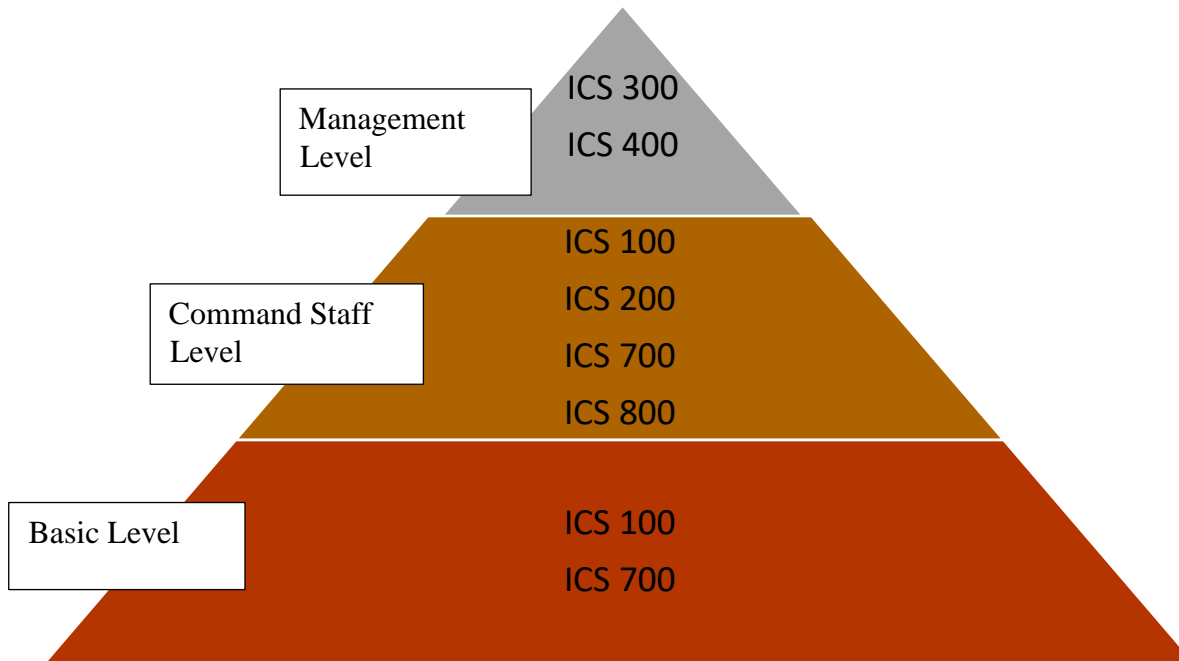
- **Full-Scale Exercises (FSE).** A full-scale exercise is a multi-agency, multi-jurisdictional, multi-discipline exercise involving functional (e.g., joint field office, emergency operation centers, etc.) and "boots on the ground" response (e.g., firefighters decontaminating mock victims).

NIMS TRAINING

The main objective of the Howard University Emergency Management training program is to promote NIMS compliance on campus. As a result, campus personnel has been identified that are required to complete pre-determined NIMS training levels. Additional long-term campus NIMS objectives are included below, which are consistent with local and state agency NIMS objectives.

The HU NIMS Policy requires that all H.U. personnel who routinely respond to campus emergencies or those who directly or indirectly make incident management decisions regarding building level or campus-wide emergencies participate in NIMS training. The following specific campus personnel should receive NIMS training according to their appropriate training level as defined in the HU NIMS Training Profile:

Personnel	Training Level
H.U. Emergency Manager	Management Level
Executive Director of Public Safety	Management Level
Deputy Police Chief	Management Level
Department of Public Safety Command Staff and Incident Commanders	Command Level
Policy Group	Basic Level including ICS 402
Emergency Management Team	Basic Level
Building Managers	Basic Level
Office of Communications	Basic Level including I.S. 29



IS-29: Public Information Officer Awareness – This course provides introductory information for JIS personnel.

ICS-100.HE: Introduction to the Incident Command System (ICS) for Higher Education – This class introduces the Incident Command System (ICS) and provides the foundation for higher-level ICS training. This course describes the history, features, and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and

IS-700.a: National Incident Management System (NIMS), An Introduction – This course introduces NIMS and explains the purpose, principles, key components, and benefits of NIMS. This is available online or maybe scheduled through JSUPD for field delivery. This is a new course which replaces IS-700. Either class satisfies the NIMS 700 requirement.

IS-800 B: National Response Framework (NRF), An Introduction – This course describes how the Federal Government will work in concert with State, local, and tribal governments and the private sector to respond to disasters. This is available online or maybe scheduled through JSUPD for field delivery.

ICS-200.a: ICS for Single Resources and Initial Action Incidents – This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. ICS-200 provides more advanced training and resources for personnel who are likely to assume a supervisory position within the ICS. Although this is offered as an online course, it is recommended that it be taken in a classroom setting to work with other first responders in completing practical exercises. This is a two-day course conducted in a classroom setting or can be taken as an online course.

ICS-300: Intermediate Incident Command System for Expanding Incidents – This course provides training and resources for personnel who require advanced application of the Incident Command System. This is a three-day course conducted in a classroom setting.

ICS-400: Advanced ICS Command and General Staff – Complex Incidents – Provides instruction on large-scale organization development, roles and relationships of primary staff, considerations related to a large and complex incident or event management, area command, and the importance of interagency coordination. This is a three-day course conducted in a classroom setting.

ICS-402: Incident Command System Overview for Executives/Senior Officials – The purpose of this course is to provide an orientation to the Incident Command System for Executives and Senior Officials (including elected officials, city/county managers, agency administrators, etc.) This is a two-hour course conducted in a classroom setting.

ADMINISTRATION, FINANCE, AND LOGISTICS

ADMINISTRATION

The Office of Emergency Management is responsible for all aspects of the H.U. Emergency Management Program. The Emergency Manager chairs the Emergency Management Team, which is responsible for providing input and feedback on the development of the program.

DOCUMENTATION

Documentation is an administrative process used by an entity to document the response to and recovery from a disaster. Documentation includes:

- Events occurring before, during, and after the disaster (the situation);
- Actions are taken by university personnel and outside agencies (the response);
- Expenses incurred during the response; and
- Damage incurred to buildings and property.

Documentation is required for historical records, cost recovery, insurance claims, after-action reporting, and maybe necessary for legal proceedings. Documentation may include paper records, computer data, audio recordings, photography, and video recordings.

Initial response, usually a function of public safety responders, shall be recorded according to department-standard operating procedures, including recorded audio from telephone and radio communications, and Computer-Aided Dispatch log entries.

When an incident command is established, documentation should include appropriate ICS forms for each operational period. Supervisors, Unit Leaders, and Incident Command personnel shall complete an ICS 214 Activity Log form for each operational period and submit completed forms to the Planning Section Chief or Incident Commander.

Events and actions occurring at the level of the EOC shall be recorded using the documentation forms provided to EOC members. Departments engaged in the response are responsible for manual record keeping. All manual records shall be submitted to the Emergency Manager or designee for retention.

Financial transactions shall be recorded using the standard procedures prescribed by the Business and Finance Division. Incident impacts may be recorded using photography or videography, based on need determined by facilities Services, Risk Management, and General Counsel.

PLAN DEVELOPMENT AND MAINTENACE

The Howard University Emergency Manager, in consultation with the Emergency Management Team, will review and update the Howard University Emergency Management Plan. Also, H.U. The emergency manager or designee will assess the effectiveness of the Emergency Management Plan annually through reoccurring exercises or actual emergencies.