

University of South Florida, Tampa Campus

Emergency Operations Plan

2014

Disaster Resilient University

The ability of the university to reduce the magnitude and/or duration of disruptive events to its population, assets, infrastructure, and partners.

Achieving disaster resilience is dependent upon the effectiveness of the University of South Florida to anticipate, adapt, absorb, and rapidly recover from known and unknown hazards.



CONTENTS

DISTRIBUTION LIST 9

BACKGROUND AND INTRODUCTION..... 10

 Emergency Operations Perspective..... 11

 Campus & Geographical Information 13

CHAPTER 1 - PREPAREDNESS AND PLANNING 14

Planning Groups and Committees 14

 The Executive Policy Group (EPG): 14

 The Critical Incident Planning Group (CIPG):..... 15

Training and Education of Key Personnel 16

Planning Assumptions..... 17

 Pre-Incident 17

 During and Post-Incident..... 17

Purpose..... 17

Scope 17

Legal Authority and Guidance 18

Mutual Aid Agreements 19

CHAPTER 2 - RESPONSE 20

Authority 21

Succession Plan 21

Authority to Close All or Portions of the University 21

Authority to Cancel Classes 21

Closure/Cancellation Notification 21

Authority to Evacuate Buildings 21

Authority to Activate the Emergency Operations Center (EOC)..... 21

Timely Warnings and Timely Notification 23

Authority to Issue and Disseminate Warnings and Notifications..... 23

Type of Incident/Event and Levels of Response Classification..... 24



Type-5 Incident/Event Level - EM Monitoring or EM Engaged, EOC Not Activated..... 24

Type-4 Incident/Event Level - EM Engaged, EOC Not Activated..... 25

Type-3 Incident/Event Level - EOC Partially Activated 26

Type-2 and Type-1 Incident/Event Levels - EOC Fully Activated 26

Special Events and Contingency Planning..... 28

Incident Management..... 29
 Incident Command and Command Post.....29
 Incident Commander Responsibilities.....30

Incident Command Organization, Unity of Command, and Chain of Command 30
 Command and General Staff Positions.....30

The USF EOC and Incident Command Relationship and Configuration 31

Emergency Operations Center 34

Emergency Incident Reporting 35

Internal Leadership Notification of Incidents 36

Public Communication of an Incident..... 36

USF Emergency Warning and Notification Systems 37
 During normal business hours.....37
 After normal business hours37

USF Department Responsibilities 39
 Auxiliary Services.....39
 Controller39
 Emergency Management39
 Environmental Health and Safety.....40
 Executive Services40
 Facilities Planning & Construction.....40
 Human Resources.....40
 Information Technology40
 Payroll.....40
 Physical Plant.....40
 Public Safety40
 Purchasing41
 Resident Life41
 University Communications and Marketing (UCM)41
 University Police41

Personal Protective Actions 42
 Building Evacuation42
 Sheltering-In-Place42
 Campus Evacuation42
 Emergency Sheltering.....42



CHAPTER 3 – RECOVERY 43

- Record Keeping..... 43
- Damage Assessment 44
- Utility Restoration 44
- Reconstruction..... 44
- Re-Entry of Evacuees 44
 - Return to Work.....45
 - Open Campus45

CHAPTER 4 - MITIGATION AND PREVENTION 46

- Threat, Risk, and Vulnerability Assessments 46
- Risk Monitoring 46

APPENDIX A - HURRICANE PREPAREDNESS AND RESPONSE PLAN 47

- Tropical Storm Watch 47
- Tropical Storm Warning 48
- Hurricane Watch..... 48
- Hurricane Warning..... 48
- Reopening the University..... 49

APPENDIX B - INCIDENT ACTION PLANS FOR THREATS TO THE UNIVERSITY COMMUNITY 50

- Fire and Explosion..... 50
- Hazardous Material Spill or Release..... 50
 - Incident Notification.....50
 - Procedure51
 - Timely Warnings.....51
- Mass Protests/Demonstrations 51
- Intentional Acts to Disrupt Water Systems 53

APPENDIX C - EMERGENCY NOTIFICATION / THREAT AGAINST CAMPUS PROCEDURES 54

APPENDIX D - EMERGENCY PROCEDURES FOR STUDENTS, FACULTY, STAFF AND VISITORS ... 55

- Bomb Threat..... 55
- Chemical, Biological, or Radiation Spill 56



Infectious Disease Outbreak 56

APPENDIX E - USF PANDEMIC INFLUENZA RESPONSE 57

APPENDIX F – EMERGENCY MANAGEMENT TEAM MEMBERS..... 58

 Executive Policy Group (EPG) 58

 Critical Incident Planning Group (CIPG) 58

APPENDIX G - PROCEDURES FOR MANAGING EMPLOYEE PAYROLL AND LEAVE 60

 Purpose..... 60

 Decision Making Team 60

 Pay and Leave Process 60

 Producing USF Payroll60

 Time and Leave Entry and Adjustments60

 Payroll Certifications61

 Pay Check Distribution61

 Employee Notification61

APPENDIX H - PURCHASING EMERGENCY PLAN..... 62

 Purchasing Services..... 62

 Purchase Orders..... 62

 PCard 62

 Regional Purchasing Offices 62

 Electronic Backup..... 62

APPENDIX I – EMERGENCY SHELTER OPERATIONS & FUNCTIONAL NEEDS SUPPORT SERVICES (FNSS) 63

 Overview 63

 Policy 63

 Strategy 63

 Emergency Shelter Operations..... 63

 Pre-Incident63

 Post-Incident64

 Key Considerations in Planning for Shelter Operations 65

 Dietary65

 Service Animals65



Communication	65
Bathing and Toileting Needs	65
Quiet Areas.....	65
Mental Health Services.....	65
Medical and Dental Services	65
Medication	65
Transportation Services.....	66
APPENDIX J – ACTIVE SHOOTER SCENARIO PLAN	67
Purpose.....	67
Situation	67
Planning Assumptions.....	67
Knowledge of the Incident and Warning.....	67
Personal Protective Actions	68
Notification and Communications.....	68
Scene Dynamics	68
Law Enforcement	68
Emergency Medical Services	68
Scene Access.....	68
Support Resources	69
Personnel Services.....	69
Public Information Management	69
Impact on Normal Campus Activities	69
Infrastructure and Assets	70
External Concerns/Issues	70
Concept of Operations	70
Assessment.....	70
Site Access and Security	70
Notification and Mobilization of Emergency Management Resources	71
Command and Control	71
Response Objectives	71
Victim Care	71
Next of Kin Notification	71
Victim Tracking and/or Protection	71
Victim Aftercare	71
Support Services and Facilities	72
Auxiliary Services.....	72
Transportation and Parking.....	72
Joint Information Center	72
Family Information Center	72
Volunteers and Donations.....	72
Business Continuity.....	73
Suspended or Cancelled Classes, Events, and Activities	73
Academics	73



Housing	73
Legal Issues	73
Policy, Procedure, and Information Inquires.....	73
Claims and Compensation.....	74
Maintenance and Repairs	74
Mutual Aid	74
GLOSSARY	75



Distribution List

Primary Distribution List

- President, University of South Florida
- Chair, USF Board of Trustees
- Provost and Executive Vice President
- Senior Vice Presidents
- Vice Presidents
- Deans
- Members of the Critical Incident Planning Group (CIPG)

Secondary Distribution List

- Local First Responder Agencies (Police, Fire, and EMS)
- County and State Offices of Emergency Management
- Field locations (UP Dispatch, Physical Plant, EOC)

General Distribution

A modified public version of the USF Tampa Campus Emergency Operations Plan is available for download from the USF Division of Public Safety webpage at www.usf.edu/publicsafety.



Background and Introduction

“In the last decade, disasters have affected university and college campuses with disturbing frequency, sometimes causing death and injury, but always imposing monetary losses and disruption of the institution’s teaching, research, and public service (FEMA, 2003).”

The University of South Florida is a high-impact, global research university located in beautiful Tampa Bay on Florida’s spectacular west coast. It is one of the largest public universities in the nation, and among the top 50 universities, public or private, for federal research expenditures. The university is one of only four Florida public universities classified by the Carnegie Foundation for the Advancement of Teaching in the top tier of research universities, a distinction attained by only 2.3 percent of all universities.

At the heart of USF is a vibrant, diverse and engaged student body. More than 47,000 students are enrolled in the USF System, a system of three separately accredited institutions – USF Tampa, USF St. Petersburg and USF Sarasota-Manatee – with an annual budget of \$1.5 billion and an annual economic impact of \$3.7 billion. The university’s main Tampa campus is home to USF Health, including the Colleges of Medicine, Nursing, Public Health and Pharmacy.

With over 230 degree programs at the undergraduate, graduate, specialty and doctoral levels, including the doctor of medicine, there’s something for everyone at USF. The university offers a dynamic learning environment that inspires innovation, creativity and collaboration and is focused on student success. More than 2,000 distinguished scholars, researchers and expert teachers, nearly all holding PhDs or the highest degrees in their fields, make up the USF faculty – including the 2012 U.S. Professor of the Year.

USF is a member of the American Athletics Conference, with 17 men’s and women’s varsity teams competing at the NCAA-level. New facilities for practice and competition, along with a completely renovated USF Sun Dome, put the university’s athletic facilities on par with virtually every top program in the country.

The University of South Florida (USF) is a prominent university that attracts many local/national/international dignitaries, political figures, business executives, controversial speakers, and large entertainment events. From 2004-2009, USF has served as a platform for three U.S. Presidential Candidates (Kerry, McCain, Biden); visited by the President of Estonia; a backdrop for U.S. Military Generals (Petraeus, Franks, Swartzkoff); a hosting facility for the NFL during the 2009 Super Bowl, as well as a stage for large entertainment venues and national/international key note speakers. In 2010, USF served as the platform for the Florida Gubernatorial Debate between Alex Sink and Rick Scott which was nationally aired on CNN.

In January 2012, the University of South Florida served as the forum for the GOP Presidential Debate, and in August, became a venue for Republican National Convention activities. The campus has been inundated with thousands of patrons ranging the extreme hard-core fanatical activists to conservative protester. Partnerships with local, state, and federal law enforcement and public safety officials ensure events are successful without incident. Such global notoriety makes the University of South Florida more susceptible to acts of terrorism, political protests, and civil disorder.

Though USF has remained relatively spared from the fury of a major hurricane, its geographical position leaves the campus vulnerable to tropical storm systems, tornadoes, sinkholes, flooding, and severe thunderstorms. Given the University of South Florida’s varied educational programs, condensed and diverse population, and proximity to metropolitan areas, common hazards such as fire, hazardous material incidents, civil violence, and infectious disease outbreaks, continually threaten the business practices of the institution.



Emergency Operations Perspective

This document serves as the University of South Florida Emergency Operations Plan (EOP). The EOP is an all-hazards plan that details the University of South Florida's procedures for Planning, Response, Recovery, and Mitigation of hazards and threats to the Tampa campus. These four inter-related stages interact in an on-going cycle of emergency management activities.

The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. While NIMS provides the template for the management of incidents, the National Response Framework (NRF) provides the structure and mechanisms for national-level policy for incident management. Adoption and comprehension of NIMS and NRF principles will assist USF in successfully coordinating and engaging Federal response entities, should a disaster require their support and resources.

Within the NIMS, the Incident Command System (ICS) provides for the effective and efficient management of domestic incidents and events by integrating a combination of facilities, equipment, personnel, procedures, and communications into a common organizational structure. The ICS can be used to organize both near-term and long-term field-level operations for a broad spectrum of situations. The USF Tampa EOP adheres to the NIMS concepts, requirements, and policies and outlines the desired actions of first responders and field-based operations in accordance with ICS.

When necessary, multi-departmental and multi-agency coordination will occur through partial or full activation of the USF Emergency Operations Center (EOC). The organization and coordinated activities in the EOC will model NRF and Florida Division of Emergency Management (FDEM) structure in such a manner that complements current non-emergency campus functions while best supporting emergency field operations.

Members of the University of South Florida Division of Public Safety and Critical Incident Planning Group (CIPG) developed this plan. Members of the Executive Policy Group (EPG) approved the plan. Membership and responsibilities of these groups and committees are outlined within the Planning Section of this document.

The USF Emergency Operations Manager maintains and coordinates periodic updates to this plan, as required. A current version of the EOP will be maintained in the Emergency Operations Center at all times. Inclusion of lessons learned from real incidents/events, exercises, changes in University policies, changes in laws, and coordination of local, State, and Federal initiatives is critical in ensuring that USF's plans and procedures are current and realistic. The CIPG, EPG and other campus committees shall continually contribute information and data to support this initiative.

Each USF System institution/entity is responsible for developing and maintaining separate emergency operations plans, which address their specific hazards relative to their locations. The USF Emergency Operations Manager is responsible for coordinating, reviewing, and managing all USF System EOPs and policies to ensure interoperability, continuity, and compliance. The USF System Comprehensive Emergency Management Plan includes all USF System EOPs and as maintained by the USF Emergency Operations Manager.

This framework provides deliberate guidance to enhance USF capabilities and capacities which aid to prevent and/or reduce vulnerability of USF resources and assets, caused or threatened by natural, human-caused, or technological emergencies and disasters. An integrated systems approach to emergency management and business continuity assists the USF in not only preparing to respond to crises and disasters, but in identifying opportunities to mitigate risk and prevent loss; and establishing continuity of critical business practices and recovery strategies for all types of events, crisis, or disasters regardless of their size or complexity. This approach provides the campus with a number of benefits including:

- Reduced vulnerability and exposure to future crisis and disasters;
- Protection of life, property, the environment, essential services, and critical facilities;



- Diminished post-disaster economic hardship for the campus and community;
- Reduced short-term and long-term recovery and reconstruction costs;
- Quicker resumption of University functions, including education, research, and business systems; and
- Increased cooperation and communication within the community through planning, training, and exercising.

This is an extremely complex mission that requires coordination, cooperation, and focused effort from the entire university population and its many partners. City, County and State governments, as well as Federal agencies contribute the successful execution of these initiatives. The University of South Florida must never rest on its laurels that disasters have not occurred. Complacency breeds unpreparedness. Unpreparedness results in loss.



Campus & Geographical Information



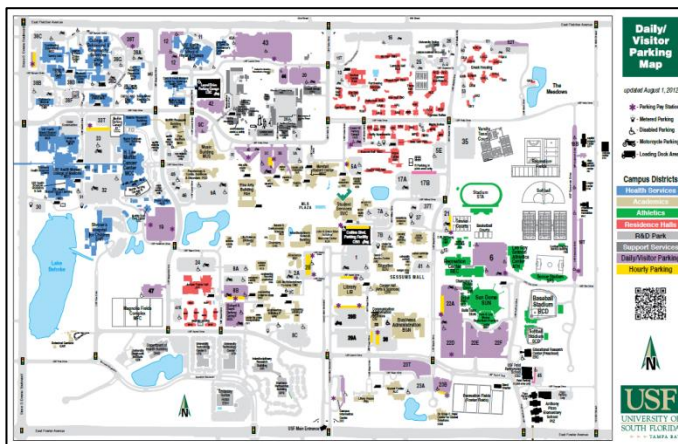
The University of South Florida System consists of three regional campus locations.

The Tampa campus (main campus), located in Hillsborough County Florida resides within the City of Tampa jurisdiction. The Tampa location is comprised of the main academic campus, USF Health, and the College of Marine Science and is the doctoral granting, research-intensive member of the USF System. The Tampa campus is also the home of the USF Sun Dome, University Community Hospital, Moffitt Cancer Research and Treatment Center, Shriners Hospital for Children, Morsani Center for Advanced Health Care, the Florida Mental Health Institute, Draper Industries, SRI, and numerous other clinics and research partners.

USF St. Petersburg offers master’s level and undergraduate programs in the arts and sciences, business and education within a student-centered environment. The first regional institution in the USF System with independent accreditation, USFSP distinguishes itself by its urban waterfront location in downtown St. Petersburg and its focus on undergraduate research, civic engagement and small classes. USFSP retains its separate identity and mission while contributing to and benefiting from the associations, cooperation, and shared resources of a premier national research university. USFSP is also a home for the U.S. Geological Survey, Fish and Wildlife Conservation Commission, Salvador Dali Museum, and the National Oceanographic and Atmospheric Administration.

USF Sarasota-Manatee has been providing courses for undergraduate, master’s level and continuing education students for over 30 years, serving the academic needs of the local community, businesses and organizations. From teachers, business leaders, nurses, hotel managers and more, USF Sarasota-Manatee alumni are making significant contributions to economic growth in the region. The 2006 opening of the new campus center and the 2010 opening of the North Port Instructional Site were milestones in USF Sarasota-Manatee’s well-established history of commitment to higher education.

USF in Lakeland (Formerly the USF Polytechnic campus at Polk State College) As part of its commitment to student success, USF will "teach out" all degree programs in Lakeland and continue to provide a full array of academic and student support services for Lakeland students. USF Operations will continue to physically operate out of the Lakeland location on an as-needed basis through the teach-out expected to conclude in Summer of 2015.



The USF Tampa campus (28°03’42.09”N, 82°24’47.54”W) is bound by Fletcher Ave. (north), 50th Ave. (east), Fowler Ave. (south), and Bruce B. Downs Blvd. (west).

Directions from Interstate 275

Take exit 51 which is SR 582, Fowler Ave. Travel east on Fowler Ave. approximately 3 miles. The main entrance is on the left side of Fowler Ave.

Directions from Interstate 75

Take the Fowler Ave. exit. Travel west on Fowler Ave. approximately 3.5 miles. The main entrance is on the right side of Fowler Ave.



The USF Department of Public Safety conducts annual risk assessments of potential man-made threats and natural hazards in the local community, and engages in a historical review of emergencies in the area. These analyses provide the foundation of the USF Tampa Emergency Operations Plan (EOP), which includes an all-encompassing strategic response plan along with protocols and procedures for deploying resources to address critical incidents on the USF Campus.

The USF Tampa Continuity of Operations Plan (COOP) is a stand-alone document, which serves as an operational tool to ensure mission-essential functions and services are maintained during emergencies. Some of the COOP's basic recovery plans are also included in this plan.

Planning Groups and Committees

In addition to the USF Department of Public Safety, two primary groups participate in USF Tampa's emergency management activities.

The Executive Policy Group (EPG): The EPG, chaired by the USF President, is responsible for strategic decisions during emergencies that include campus closings, communication releases, etc. Depending on the level of emergency, the EPG will conduct emergency meetings (connecting by phone or other electronic means with those who cannot attend in person) to determine the University's strategic course of action. Additional responsibilities of the EPG may include:

- Deciding whether to meet in response to less severe or low-level incidents/events. Immediate response will usually be made by the USFPD, Physical Plant, USF Environmental Health and Safety, or local responders.
- Developing priorities, and providing strategic guidance to the CIPG, Emergency Operations Coordinator in the Emergency Operations Center, the Incident Commander, and the USF community.
- Assigning a Liaison Officer to interface with executive governmental and non-governmental officials (e.g., Senators, Federal Agency Representatives, Red Cross Directors).
- Determining the need for campus closure, class suspension, administrative leave for employees and other strategic decisions.

The Executive Policy Group is comprised of the:

- USF President (Chair)
- Provost & Executive Vice President
- Sr. Vice President & Chief Operating Officer
- Sr. Vice President Research & Innovation
- Sr. Vice President USF Health
- Sr. Vice President University Advancement
- Vice President for Information Technology
- Vice President for Administrative Services
- Vice President of Business and Finance
- Chief Marketing Officer
- Vice President for Student Affairs
- General Counsel
- Chief of Staff

Alternates assigned to the EPG will be trained on the duties and responsibilities of the Primary member.

Should the Primary and Alternate be unavailable to fulfill their duties, the President or designee shall select an individual to represent the vacant position.



The Critical Incident Planning Group (CIPG): The CIPG is primarily responsible for developing and maintaining the EOP, and staffing the Emergency Operations Center (EOC) at the direction of the EPG. In some situations, as deemed necessary by the Emergency Operations Manager or Vice President of Administrative Services, only portions of the CIPG may be required to activate the EOC. EOC activation is discussed further in the Response section. Additional responsibilities of the CIPG may include:

- Developing plans and procedures within their functional areas of responsibility that contribute to emergency operations
- Providing logistical and policy support to the Incident Commander/s or the EOC
- Developing strategies and objectives based on EPG priorities for ensuring the response, recovery, and business continuity of USF Tampa.
- Providing coordination, logistical and policy support to USF System locations.

The Critical Incident Planning Group is primarily comprised of the:

- Emergency Operations Manager (EOC Coordinating Officer) (Chair)
- Chief of Police, University Police (EOC Coordinating Officer)
- Senior Vice Provost
- Chief of Staff (Liaison Officer for EPG and CIPG)
- Dean for Students, Student Affairs
- Associate Vice President, Information Technology
- Associate Director Web & Commerce, Information Technology
- Associate Vice President, Human Resources
- Assistant Vice President, Campus Business Services
- Assistant Vice President for Health and Wellness, Student Affairs
- Director, Environmental Health and Safety
- Director, Physical Plant
- Director, Facilities, USF Health
- Associate Director, Intercollegiate Athletics
- Associate Director, University Communications and Marketing
- Director of News and Digital Media, University Communications and Marketing
- Public Affairs Manager, University Communications and Marketing

The complete list of EPG and CIPG members are contained in Appendix F.



Training and Education of Key Personnel

It is the responsibility of members charged with USF emergency management duties as described within this EOP to participate in training initiatives, collaborative environments, and committee meetings that promote USF Emergency Management preparedness initiatives. The Emergency Operations Manager shall ensure individuals charged with responsibilities within this Emergency Operations Plan are provided opportunities to attend the necessary training and resources to accomplish their tasks. At a minimum, the following training must be accomplished once:

Executive Policy Group:

- ICS-100, Introduction to the Incident Command System
- ICS-200, ICS for Single Resources and Initial Action Incidents

Optional

- ICS-300, Intermediate Incident Command System for Expanding Incidents
- ICS-400, Advanced ICS
- ICS-700, National Incident Management System (NIMS), An Introduction
- ICS-800, National Response Framework, An Introduction

Critical Incident Planning Group and EOC Participants:

- ICS-100, Introduction to the Incident Command System
- ICS-200, ICS for Single Resources and Initial Action Incidents
- ICS-300, Intermediate Incident Command System for Expanding Incidents
- ICS-400, Advanced ICS
- ICS-700, National Incident Management System (NIMS), An Introduction
- ICS-800, National Response Framework, An Introduction

USF First Responders and other USF officials who engage in unified command field-based response operations with mutual aid partners are encouraged to complete the following courses:

- ICS-100, Introduction to the Incident Command System
- ICS-200, ICS for Single Resources and Initial Action Incidents
- ICS-300, Intermediate Incident Command System for Expanding Incidents
- ICS-700, National Incident Management System (NIMS), An Introduction
- ICS-800, National Response Framework, An Introduction

ICS-100/200/700/800 training can be obtained online at the Emergency Management Institute (EMI) Independent Study website at <http://training.fema.gov/IS/NIMS.asp>. ICS-300/400 must be obtained in a classroom environment. The USF Emergency Operations Manager will coordinate and conduct ICS-300/400 training as needed.



Planning Assumptions

Emergency Planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These are called planning assumptions, and are typically based upon anticipation of worst-case conditions. As depicted in the Tampa Bay Hurricane Study and Hillsborough County Hazard Analysis, hurricane events may cause the worst case conditions for USF. Utilizing this extreme natural disaster as a basis, the following planning assumptions are considered.

Pre-Incident

- Continued analysis of situational data, information, and intelligence may be required to determine the potential impact to USF campuses. Inconsistencies may exist.
- Periodic briefings and situation reports will be required.
- Scenario complexity and location may require the USF President to evacuate either some or all portions of campuses within the area at risk. In some situations, the President may elect to suspend activities.
- Internal preparedness actions and coordination may be taken by USF entities to increase survivability of assets post-incident.
- Resource availability may become strained and/or depleted.
- Vehicular traffic may be restricted and/or congested.

During and Post-Incident

- Critical infrastructure (electricity, water, sewer, and communications) may be interrupted or inoperable.
- Emergency response agencies may suspend response activities, and/or response times will be longer than normal. A percentage of the population may be isolated and unable to receive emergency care or assistance.
- Roadways, bridges and overpasses may be closed, damaged, or covered in debris. Vehicular traffic may be restricted on and off campus.
- Information about the status and operations related to the incident may be sporadic, incomplete, and inaccurate.
- Information sharing will be critical in restoring USF Tampa operations.
- Structural damage caused by high winds and flying debris may cause injuries and displacement of people.
- Communications and contact with family and homes may be interrupted.
- Emergencies may require cooperation/coordination among internal USF Tampa departments and external governmental and non-governmental agencies.
- Post-incident damage assessments and analyses will prompt mitigation efforts to minimize future effects.
- A percentage of the population may require Critical Incident Stress Management (CISM) intervention.

Purpose

Using the above assumptions as a guide for planning, the USF EOP establishes the framework for preparing for, responding to, recovering from, and mitigating against the effects of all-hazards that could adversely affect the health, safety and/or general welfare of the students, faculty, staff, and visitors on the USF campus.

Scope

This all-hazards plan identifies overarching responsibilities of key individuals/groups and provides guidance to support response and recovery actions that may be activated during an incident or event.

Examples:

- Bomb Threat/Detonation
- Large Gatherings and Spectator Events
- Active Shooter
- Civil Disturbances
- Epidemic/Illnesses
- Extended Power Outages
- Fires and Explosions
- Mass Casualty Incidents
- Extreme Weather (Hurricane, Tornado)
- Acts of Terrorism



Legal Authority and Guidance

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency is derived from the following:

- Public law 107-609, Homeland Security Act of 2002
- Chapter 1001, Florida Statutes, K-20 Governance
- Public Law 93-288, as amended, 42. USC 5121, et seq, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Public Law 106-390, Disaster Mitigation Act of 2000
- Chapter 252 Florida Statute, Emergency Management
- Higher Education Opportunity Act (HEOA) of 2008
- FEMA Comprehensive Preparedness Guide, CPG-101, March 2009
- University of South Florida Policies and Procedures
- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f))
- Florida Board of Governors Regulation 3.001, Emergency Management
- USF System Policy 6.010, Emergency Management

Additional guidance for the development of emergency operations plans and related actions is derived from the following documents.

- DHS, National Response Framework (NRF)
- The National Incident Management System (NIMS) and the Incident Command System (ICS)
- FEMA CEMP for Higher Education
- FEMA Operational Value of Threat/Risk/Vulnerability Assessment
- U.S. Department of Education, Action Guide for Emergency Management at Institutions of Higher Ed.
- U.S. Department of Education, A Guide to School Vulnerability Assessment
- Hillsborough County CEMP
- Florida Region IV, Post Disaster Redevelopment Plan (PDRP)
- Florida Region IV, 2010 Hurricane Evacuation Study



Mutual Aid Agreements

Mutual aid agreements are critical. When an incident or event exceeds USF management and resource capability, the USF President may seek assistance from other political subdivisions and government agencies.

The University of South Florida maintains mutual aid agreements with City and County law enforcement agencies, fire departments, and emergency medical services, which can be employed to assist with any natural or man-made incident. These same resources may be utilized to support non-emergent pre-planned events (e.g., New Student Orientation, athletic events) at USF.

Specifically, USF has voluntary cooperation and mutual aid agreements with the City of Tampa and Hillsborough County, as well as the town of Temple Terrace. USF has also signed a mutual aid agreement with the State University System (SUS) and is signatory to the Florida Statewide Mutual Aid Agreement (SMAA).

Cooperative partnerships exist between USF and Hardee, Hillsborough, Manatee, Pasco, Pinellas, and Polk county governments and their respective Emergency Management agency.



Chapter 2 - Response

Initial response actions to a hazard are designed to minimize casualties, stabilize the incident, and protect property to the extent possible. They also seek to reduce the probability of secondary damage, and provide for a transition to recovery related operations.

In most situations, response stage activities will be managed at or near the scene of the incident/event by an Incident Commander (IC). Within the Incident Command System (ICS), the IC is ultimately responsible for the effective and efficient management of all resources called to the scene. Should the incident expand or the dynamics of the scene change, some or all components of USF Emergency Management may be activated to support the Incident Commander. It should be anticipated that if the USF Tampa Emergency Operations Center (EOC) is activated, Logistics, Planning, and Finance/Administration functions might shift to the EOC.

In some situations, however, response operations may occur prior to a crisis occurring, such as upon receipt of advisories or intelligence that a natural or man-made hazard may affect the campus in the immediate future. This increased readiness response phase may include such pre-impact operations and activities as:

- Assessing and monitoring the hazard
- Alerting and warning potentially threatened/endangered populations
- Alerting response forces to stand by
- Evacuating, or special sheltering of, threatened populations
- Dispensing and/or relocating critical equipment and resources
- Activating the COOP plan

This chapter focuses on USF's protocols: roles, responsibilities and authority for the leadership, departments, and staff involved in emergency response; the five incident/event types; four levels of response and EOC staffing; and the Emergency Notification System.

Extreme regional incidents are likely to disrupt USF System functions, produce a competition for resources, cause severe infrastructure damage, and temporarily jeopardize many normal activities throughout the greater Tampa Bay area. When these extreme situations occur, the USF Tampa EOC may serve as the central coordinating entity and liaison between and among all USF System campuses. This efficient configuration assists in prioritizing and supporting the emergent needs of all USF System campuses, minimizes redundancy, reduces recovery costs, and resource and support conflicts. Such situations will necessitate augmentation of the EOC with regional campus representatives.



Authority

The primary responsibility for responding to emergencies at the University of South Florida rests with the USF President. Key personnel within the Executive Policy Group, Critical Incident Planning Group, University Police, and other USF Tampa officials assist the President in fulfilling these responsibilities.

The USF President has the authority to direct and coordinate disaster operations and may delegate this authority to members of the USF leadership team or the Emergency Operations Manager.

Succession Plan

In the event the President is not available when an incident occurs, the line of succession is:

- Provost and Executive Vice President
- Senior Vice President & Chief Operating Officer
- Vice President for Administrative Services

Authority to Close All or Portions of the University

The USF President has the authority to close all or a portion of the USF System campuses. In the President's absence, the Acting President would have that authority.

Authority to Cancel Classes

The USF President has the authority to cancel classes. In the absence of the President, the Provost and Executive Vice President has the authority to cancel classes.

Closure/Cancellation Notification

Regardless of the situation, the individual who authorizes either the cancellation of classes, or the closing of all or part of USF, shall also ensure the following officers are notified immediately:

- Board of Trustees
- Chancellor, Florida Board of Governors
- Vice President for Administrative Services
- Vice President, Communications and Marketing

Authority to Evacuate Buildings

Anyone may cause the evacuation of an office, classroom, or building when there is an imminent hazard. USF public safety officials have the authority to order the evacuation of buildings. An evacuation of a building does not automatically result in the cancellation of classes or the closing of all or part of the University. Should an evacuation of a building significantly affect the ability of the University to reconvene normal class schedules, separate approval to cancel or close a portion or all of an educational facility shall require separate approval within established policies. Any absences resulting from closures will be handled in accordance with University leave policies and procedures.

Authority to Activate the Emergency Operations Center (EOC)

The USF President may activate the EOC at any time.

When, in the opinion of the Emergency Operations Manager and/or designated USF System leadership, closely coordinated management of a significant or unique event, crisis or incident is necessary for the affected System institution(s) and location(s); multi-departmental and multi-agency coordination will occur through a partial or full activation of the affected USF System Emergency Operations Center (EOC) entities and the Emergency Operations Manager. EOC location, staffing and configuration shall be established in such a manner that best supports crisis and disaster management activities, relative to the threat, hazard, and need of field operations. Normally,



however, the decision to activate the EOC will be made by the Vice President for Administrative Services, based on the recommendation by the Emergency Operations Manager.



Timely Warnings and Timely Notification

In the event that a situation arises, either on or off campus, that, in the judgment of designated USF Public Safety Officials or University Police, constitutes an ongoing or continuing threat, a campus wide “timely warning” will be issued. The warning will be issued through campus warning and emergency notification systems to students, faculty, staff, tenant facilities, and visitors. In such situations, and depending on the likelihood of timely receipt, all or a portion of the below listed systems may be employed.

- Strobe lights
- Loud speakers
- Student portals
- Main USF website
- Flat screen TVs
- Cellular phone text messaging (MoBull)
- Sirens
- Desktop alerts on computers maintained by USF IT and USF Health IS
- Email
- Voice messaging

The purpose of an emergency warning is to alert the USF community about an imminent threat to life, personal safety, or property damage, which dictate immediate protective measures. Timely warning should not be confused with timely notification. Timely notification refers to the release of incident related information to afford individuals to assess their relative risk to a known hazard or threat. A complete description of the system, usage process, and message templates is discussed in the USF, Emergency Communications Plan. A warning/notification flowchart is located within the Communications section of this plan.

Authority to Issue and Disseminate Warnings and Notifications

The following Public Safety officials are authorized to issue and disseminate emergency warnings and notifications:

- Chief of Police
- Assistant Chief of Police
- University Police Command Staff Officers (Lt. and above)
- Emergency Operations Manager

Additionally, the following USF personnel may also issue emergency warnings and notifications:

- President
- Chief of Staff
- Chief Operating Officer
- Vice President for Administrative Services
- Vice President, University Communications and Marketing or assigned designees
- Vice President, Information Technology or assigned designees
- Director, Communications, Administrative Services



Type of Incident/Event and Levels of Response Classification

Consistent with the Incident Command System, the USF Tampa Emergency Operations Plan classifies incidents/events as types. There are five types of incidents/events, which are described in Figure 1.

Categorizing incidents/events as “types” provides a framework in which the Incident Commander, Critical Incident Planning Group and Executive Policy Group can gauge the complexity of the crisis and anticipate the level of response and resources that may be needed to efficiently manage the incident/event. This does not suggest, however, that a particular kind of incident/event is constrained or limited to a particular level of response. Incidents expand and contract. Likewise, resources and external agency involvement should expand and contract proportionally.

The four levels of Emergency Management/EOC activation associated with the five types of incidents/events are:

- Level 4 - EM Monitoring
- Level 3 - EM Engaged, EOC Not Activated
- Level 2 - EOC Partially Activated
- Level 1 - EOC Fully Activated

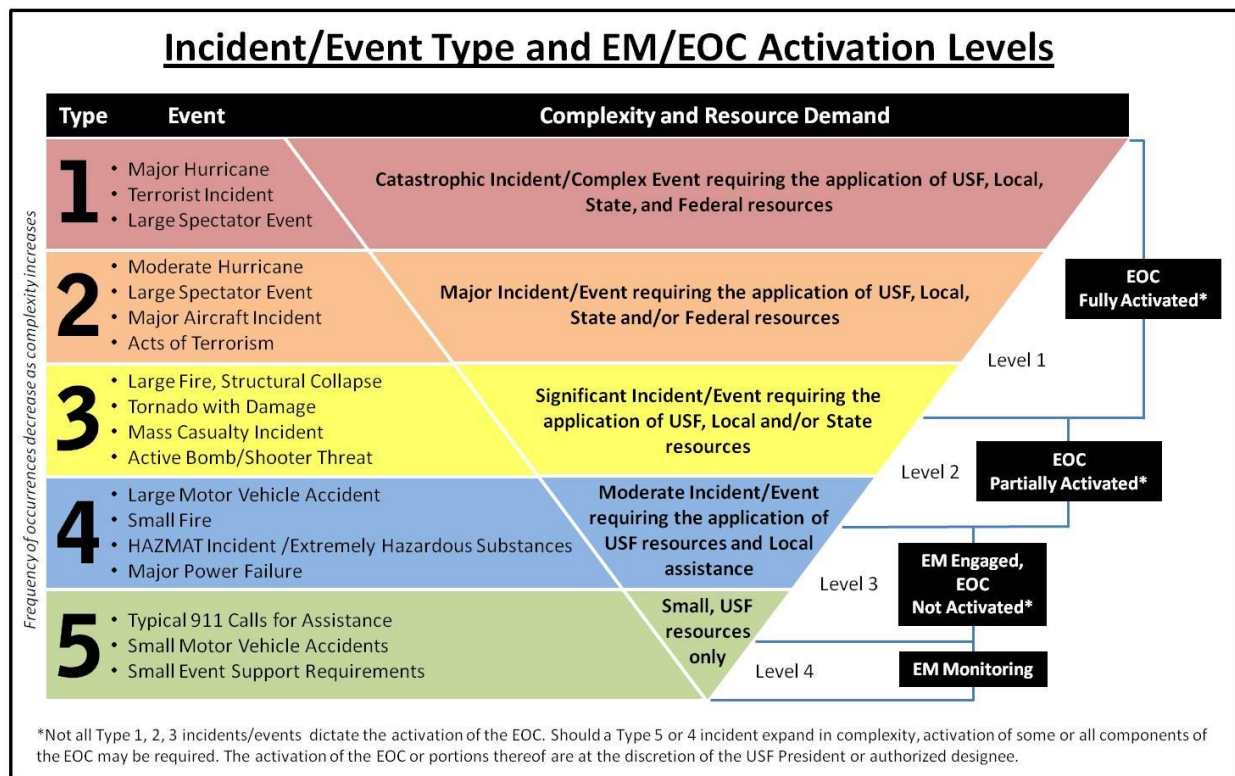


Figure 1 – USF Incident/Event Typing and EOC Activation Levels, based on the National Incident Management System (NIMS) and National Response Framework (NRF)

Type-5 Incident/Event Level - EM Monitoring or EM Engaged, EOC Not Activated

The lowest incident/event level, Type-5, requires Emergency Management monitoring, and typically does not require activation of the EOC or the Emergency Operations Manager to be present at the scene. Incidents/events that occur at this level normally do not adversely affect other campus activities. Type-5 incidents/events are generally:

- Fairly routine occurrences and pose no immediate danger or threat to the campus.
- Of short duration and resolved within 1 hour.



- Limited in scope and can be managed by the appropriate administration and/or USF resource/s (e.g., University Police, Physical Plant, and Environmental Health & Safety).

Examples of Type-5 incidents/events that require EM Monitoring or Engagement include:

- A major fire within close proximity to any USF facility.
- A hazardous materials incident involving Extremely Hazardous Substances within two miles of a USF facility.
- A planned event with participation anticipated to exceed 1000 people at/within a single location.
- A local power outage that has the potential to extend beyond one hour.
- A large motor vehicle accident with multiple injuries.
- A developing tropical storm in the Atlantic.
- A low-pressure frontal system in the moving across the Gulf of Mexico

If a Type-5 incident demonstrates the potential to expand in complexity, the Incident Commander must immediately notify the Emergency Operations Manager. In such circumstances, the Emergency Operations Manager may respond to the scene and directly assist field-based operations and may require minimal assistance from USF departments without activating the EOC (EM Engaged). The Emergency Operations Manager will advise the Vice President for Administrative Services, who in turn will advise the appropriate members of the Executive Policy Group and Critical Incident Planning Group.

Type-4 Incident/Event Level - EM Engaged, EOC Not Activated

Extreme Type-5 and Type-4 incidents may provoke this level of activation. Events associated with this activation level may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis.

This is a proactive posture of USF Emergency Management entities and may involve the participation of some USF departments and their resources. Because the potential resource demands may be placed upon USF departments, the Emergency Operations Manager will notify the Vice President for Administrative Services, who in turn will notify appropriate members of the Executive Policy Group (EPG) and Critical Incident Planning Group (CIPG).

This level affords members of the EPG and CIPG to provide immediate assistance and resources to an Incident Commander. At this level, members of the EPG and CIPG will begin to consider business continuity strategies should the incident/event dynamics dictate. Considerations to activate portions of the EOC may occur at this point.

If the incident occurs without warning, the Incident Commander must notify the Emergency Operations Manager. The Emergency Operations Manager will make appropriate notifications to the EPG and CIPG. The Emergency Operations Manager may initiate EOC activation procedures when:

- The potential danger is real. CIPG personnel should be prepared to react.
- The situation has the potential for expanding beyond a specific area.
- The situation may continue for an extended period.
- Resolving the situation may require resources in excess of those available locally.

Response activities may include:

- A large contingent of internal and external agencies responding to this incident (University Police and Tampa Fire and Rescue)
- Active interest from local media

Type-4 incidents/events that may require EM Engagement include:

- A natural hazard that has impacted any USF facility/property and caused minimal damage.
- A major fire or an extremely hazardous substance incident within one-half mile of a USF facility.
- A major building system failure.
- A planned event with participation anticipated to exceed 3000-5000 people at/within a single location.



- An incident/event at a USF facility that requires additional resource and management assistance (e.g., hosting a major sporting event).

Type-3 Incident/Event Level - EOC Partially Activated

This level of EOC activation suggests that a significant incident or event either has occurred or will occur within 24 hours requiring the application of significant USF resources and management. In all cases, emergency preparedness and/or response operations shall focus on ensuring life safety, and evaluating business continuity strategies that may be employed during or immediately following the incident/event.

Extreme Type-4 and Type-3 incidents may provoke partial activation of the EOC. Events associated with this activation level may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis.

If the incident occurs without warning, the Incident Commander must notify the Emergency Operations Manager immediately. The Emergency Operations Manager will make appropriate notifications to the Executive Policy Group (EPG) and Critical Incident Planning Group (CIPG). The Emergency Operations Manager will initiate EOC activation procedures when:

- The incident may affect several departments on campus.
- The incident will require both an internal and external agency response.
- Local/National media interest is high.
- COOP activation relative to the incident is likely.

Response activities may include:

- Notifying USF Police through 911.
- Notifying members of the EPG and CIPG.
- Activating an Incident Command Post at or near the scene.
- Activating portions of the EOC.
- Employing Mutual Aid to assist with the incident/event.

Type-3 incidents/events that may require partial activation of the EOC include:

- A mass casualty incident on campus
- Major fire or hazardous materials spill of Extremely Hazardous Substances.
- Large scale disruption/dissent, including riots or bomb threats
- Extended power outage (greater than 2 hours)
- Large spectator event with national interest and participation anticipated to exceed 5000 people at/within a single location
- Communicable or infectious disease outbreak
- Campus-wide domestic water contamination

Type-2 and Type-1 Incident/Event Levels - EOC Fully Activated

A fully activated EOC suggests that a major to disastrous incident/event has or will affect the University and or local area. Resource requirements needed to ensure the safety of personnel, stabilize the incident, and/or protect the environment are beyond the capability of USF Tampa, local, and State agencies. This activation/posturing is rare and is normally used only in extreme situations. Extreme Type-3 and Type-2 incidents/events may also provoke this level of activation. Events associated with this activation level may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis. If the incident occurs without warning, the Incident Commander must notify the Emergency Operations Manager immediately. The Emergency Operations Manager will make appropriate notifications to the Executive Policy Group (EPG) and Critical Incident Planning Group (CIPG). The Emergency Operations Manager will initiate EOC activation procedures when:

- Multiple USF department and external agency response is probable.
- Media attention from local and national agencies will be high.



- Imminent events on campus or in the general community may develop into a major University crisis or a full disaster.
- The campus will be closed to non-essential personnel.
- Evacuation of students from the campus may occur.

Response activities may include:

- Notifications to all relevant University officials.
- Full activation of the EOC.
- Activation of multiple on-scene Incident Command Post/s.
- Unified EOC organizational structure.

Incidents/events that may require a fully activated EOC include:

- Major hurricanes (Category III or higher)
- Acts of terrorism causing mass casualties and severe property damage
- A large spectator event with national interest and participation anticipated to exceed 10,000 people at/within a single location



Special Events and Contingency Planning

For the purposes of this document, a special event shall mean any non-routine event within the university's jurisdictional area of responsibility that brings together a large number of people. Though participant population establishes a benchmark for emergency management activity, this shall not be a sole deciding factor in incorporating emergency management strategies.

Thresholds should be based on the total number of people anticipated to attend, the impact on the university's ability to respond to a large-scale emergency or disaster, and the exceptional demands that the event places on university response services and resources. In these situations, the special event dictates additional planning, preparedness, and mitigation efforts of local emergency response and public safety agencies, as well as cooperating and participating agencies.



Incident Management

The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications into a common organizational structure. The ICS can be used to organize both short-term and long-term field-level operations for a broad spectrum of emergencies and pre-planned events.

Within the Incident Command System, response stage activities are the responsibility of the Incident Commander. To support these initiatives, the Emergency Operations Center (EOC) shall staff accordingly to provide logistical and managerial coordination, while simultaneously evaluating and developing business continuity strategies. In relatively small-scale incidents/events, the EOC may only consist of the Emergency Operations Manager and a few key members needed to manage the incident. On large-scale incidents/events, the EOC may be fully staffed, and all members of the Executive Policy Group (EPG) and Critical Incident Planning Group (CIPG) may be engaged.

The remainder of this chapter focuses on the roles and responsibilities associated with structures and members of the Incident Command System, the Emergency Operations Center, and USF Departments responsible for incident response. It includes information on Protective Action Responses available to Incident Commanders and USF's means of notifying students, faculty, staff, and visitors in an emergency.

Incident Command and Command Post

There shall be only one Incident Commander (IC) for an incident. Upon arriving on scene, University Police shall assume command, establish an Incident Command Post (ICP), and coordinate activities with Subject Matter Experts responding from departments and agencies. The ICP may be any vehicle, facility, or location that the Incident Commander designates, which provides the necessary functionality needed to manage the situation.

In some instances, the characteristics of the hazard and incident dynamics may dictate a different discipline assume Incident Command. When multiple agencies (with jurisdiction and substantial committed resources) are involved in managing the incident, a Unified Command structure will be established. Depending on the nature of the emergency, the following individuals might assume the role of the Incident Commander:

- Chief of Police or Assistant Chief of Police
- University Police Personnel
- Tampa Fire Rescue Personnel
- Tampa Hazmat Personnel
- Environmental Health and Safety Personnel
- Research Compliance Personnel
- Physical Plant Personnel
- Information Technology Personnel
- Emergency Operations Manager

Should a transfer of command be required, a briefing will be conducted between the oncoming and outgoing Incident Commander/s. Information regarding the resources employed/requested, actions taken, organizational structure, and a rough map/sketch of incident site should be conveyed.

The following standing priorities exist for the Incident Commander at the scene of the incident:

- Priority 1: Life Safety & Life Saving*
- Priority 2: Incident stabilization*
- Priority 3: Protection of assets and environment*
- Priority 4: Assessment of damages and loss
- Priority 5: Restoration of services

** Depending on the dynamics of the incident, these actions may run concurrently, provided the Incident Commander is relatively certain that responder life safety will not be compromised.*



Incident Commander Responsibilities include but are not limited to:

- Ensuring the safety of all individuals at the scene.
- Managing the response initiative.
- Providing direction to the response teams.
- Communicating with USF stakeholders.
- Communicating to the public through a PIO

Incident Command Organization, Unity of Command, and Chain of Command

In most situations, responding agencies at the scene will employ and adhere to their approved independent standard operating procedures and policies. Conflicts between responder and USF policies will be referred to USF’s President and General Counsel for resolution. However, under no circumstances should this create a delay in saving lives and stabilizing the situation.

Command and General Staff Positions

Depending upon the complexity of the incident/event, the Incident Commander may elect to designate key organizational members to serve as his/her Command and general staff. Should the Incident Commander elect not to staff any of the Command and general staff positions, then he/she assumes the responsibility for ensuring that those functions are accomplished.

For Type-5 (the lowest level of incident/event) and Type-4 (low-to-moderate incident/event level) incidents/events, which require the development of an Incident Action Plan, it is likely that only ICS Command and General Staff positions (Figure 2) are staffed. Should a major or catastrophic incident occur, it is likely that nearly all functions within the ICS organizational chart will be staffed.

The Incident Command System (ICS) provides a hierarchal structure, which provides for Unity of Command and an identifiable Chain of Command. Unity of Command suggests that each individual engaged in operations within ICS is accountable to only one designated supervisor. Chain of Command provides for an orderly line of authority within the ranks of the organization (Figure 2).

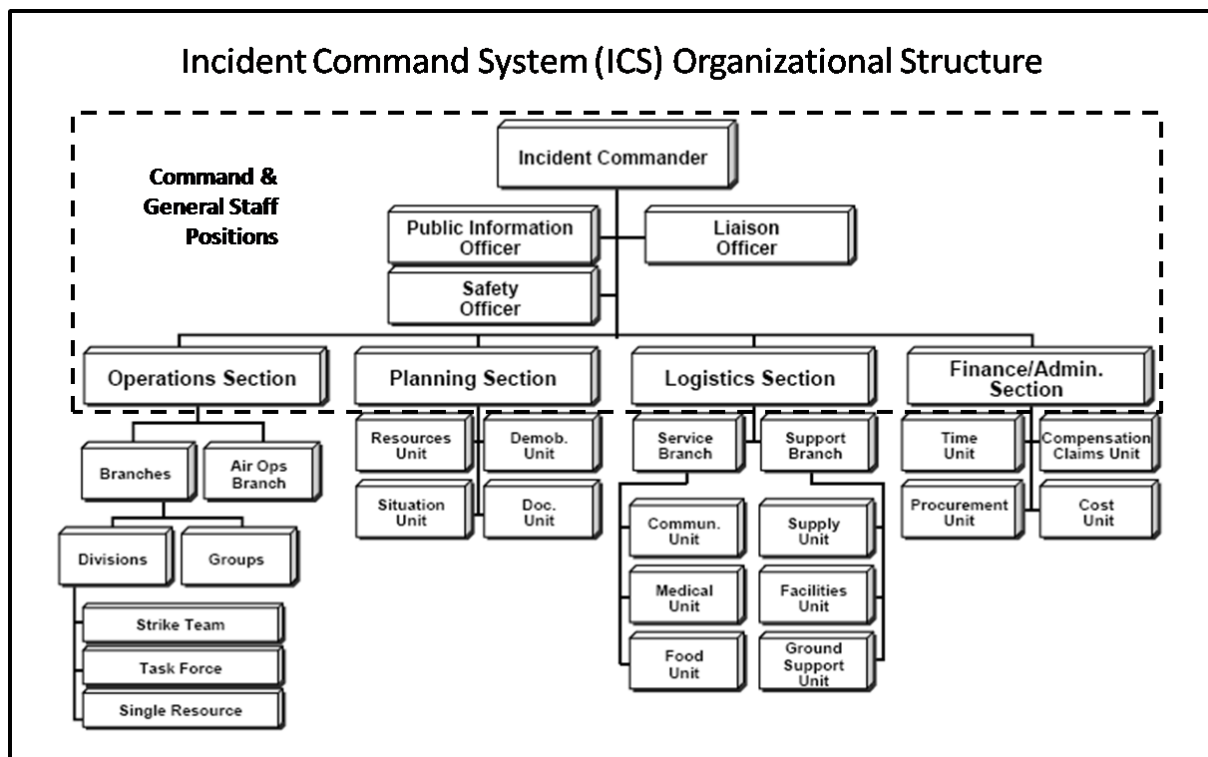


Figure 2-Complete ICS Organization at field-based scenes. Command and General Staff positions outlined.



Staffing of *field-based* Incident Command positions will be based upon the kind and type of incident or event. In some cases, staffing of these positions may only be USF Tampa department representatives. In other scenarios, positions may be staffed by external agency participants, or a combination of both. Figure-3 represents a possible field-based USF Tampa staffing configuration.

USF Tampa EOC Based Incident Command Post Staffing Assignments

Position	Responsibilities	USF Staffing Possibilities
Safety Officer	Monitor and assess safety hazards and provide recommended protective measures for responder safety	Director of Environmental Health and Safety, or designee*
Public Information Officer	Coordinate and/or interface with the media and the public regarding the situation	Director, University Communications and Marketing, or designee*
Liaison Officer	Coordinate with internal and external cooperating/participating agencies	Chief of Staff or designee*
Operations Section Chief	Develop strategies and tactics based on the Incident Commander/s objectives to efficiently apply resources to mitigate hazards	UP Chief or designee; Physical Plant Director or designee; EH&S Director or designee; Research Integrity and Compliance Director or designee; Information Technology AVP or designee*
Planning Section Chief	Develop Incident Action Plans; maintain/provide situational awareness; document the event for legal/historical purposes; track resources assigned to the incident	Director Facilities Planning and Construction or designee; the Director of Physical Plant or designee; Information Technology AVP or designee*
Logistics Section Chief	Provide logistical support such as ordering, maintaining and accounting for resources and supplies; coordinate food services; coordinate transportation; and track resources assigned to incident documentation	Assistant Vice President, Auxiliary Services or designee; Assistant Director, Physical Plant; Physical Plant Manager
Finance and Administration Section Chief	Negotiate and monitor contracts; timekeeping, cost analysis, compensation for injury or damage to property; manage receipts for FEMA reimbursements, when major damage is incurred	Associate Vice President, Human Resources, or designee; Director of Environmental Health and Safety or designees*

*Deputies/Assistants may be assigned. Staffing may also be filled from external agencies as appropriate (i.e., Tampa PD, Hillsborough Fire). Technical Specialists may be positioned within any Section. Staffing by any department/agency in any section may be incident driven.

Figure 3-Possible field-based USF Tampa department staffing assignments

The USF EOC and Incident Command Relationship and Configuration

Incident Command configurations are incident/event specific. Even when hazards are similar in nature, organizational structures may differ from previous experiences. Individual incident/event complexities and dynamics will dictate the expansion and contraction of the configuration.

Incidents/events that are relatively small in nature (e.g., a motor vehicle accident) and require no coordination with Emergency Management will likely reflect agency specific configurations based on the responding agency's standard operating procedures. Because these types of incidents are relatively short and require minimal resources, they may not reflect the standard Incident Command System (ICS) organizational structure.

When the incident expands to a small or moderate level, and/or requires additional management, coordination, and resources, the incident management organizational structure may reflect the configuration shown in Figure-4.



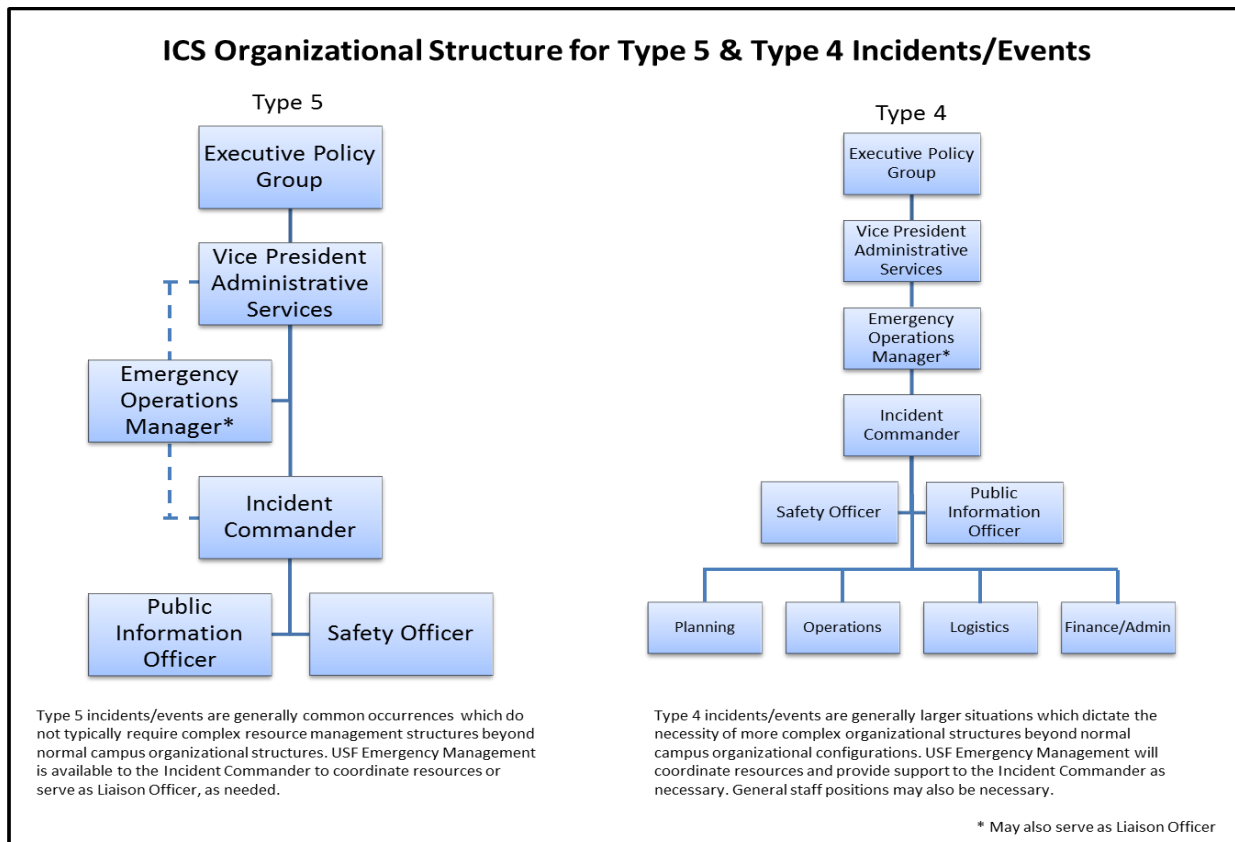


Figure 4-Example of a Small to Moderate USF Incident Command Configuration, EOC Not Activated

If the incident is complex, requiring assistance from multiple USF departments, jurisdictions and agencies, it is likely that the EOC will be activated (staffing of the EOC is incident specific).

Activation of the EOC suggests that single or multiple incident command configurations are set up for different types of operations. Their independent resource needs will therefore differ. Close coordination of all available resources, strategic planning, and fiscal management is best achieved through a centralized entity. A possible command configuration to support a very large significant to catastrophic incident is depicted in Figure 5.

In this configuration Emergency Support Functions (ESF) parallel non-emergent campus business functional areas of responsibilities. This helps ensure USF Mission Essential Functions (MEF) are addressed. Field-based Branches, Groups, Divisions, Strike Teams, Task Forces, and Single Resource requirements and configurations are incident specific.

In this configuration, the Emergency Operations Manager assumes the role of EOC Coordinating Officer. With the advice of the EOC Section Chiefs, and in synchronization with the Executive Policy Group, the EOC Coordinating Officer provides the overall strategy for the EOC. Duties of the EOC Coordinating Officer include but are not limited to:

- Reviewing and approving overall priorities and action strategies for the emergency response.
- Overseeing response and recovery operations, and evaluating their effectiveness relative to business continuity.
- Working with and supporting University Communications and Marketing in the development and delivery of university-wide and public messages.
- Coordinating and communicating as necessary with the Vice President for Administrative Services, Liaison Officer, Executive Policy Group, and other USF Tampa groups regarding EOC operations.
- Coordinating and providing support and resources to USF System campuses (if required)
- Authorizing requests and coordinating Mutual Aid assistance as necessary.



- Coordinating and communicating with local, State, and Federal EOCs, when they are activated.
- Coordinating and communicating with Multiagency Coordination Centers when they are activated.
- Resolving conflicts to ensure decisions that are in the best interest of USF Tampa.

The USF department or division that is engaged in current operational period activities shall lead the Operations Coordination Section. As operations shift, so too will the Operations Coordination Section Chief. For instance, if the concentration of operation centers on law enforcement activity, then University Police shall lead Operations. If the focus of operations shifts to infrastructure restoration, then it is likely that Physical Plant will lead Operations. In instances where there is no distinguishable division/department responsible for current operations, the EOC Coordinating Officer shall oversee Operations.

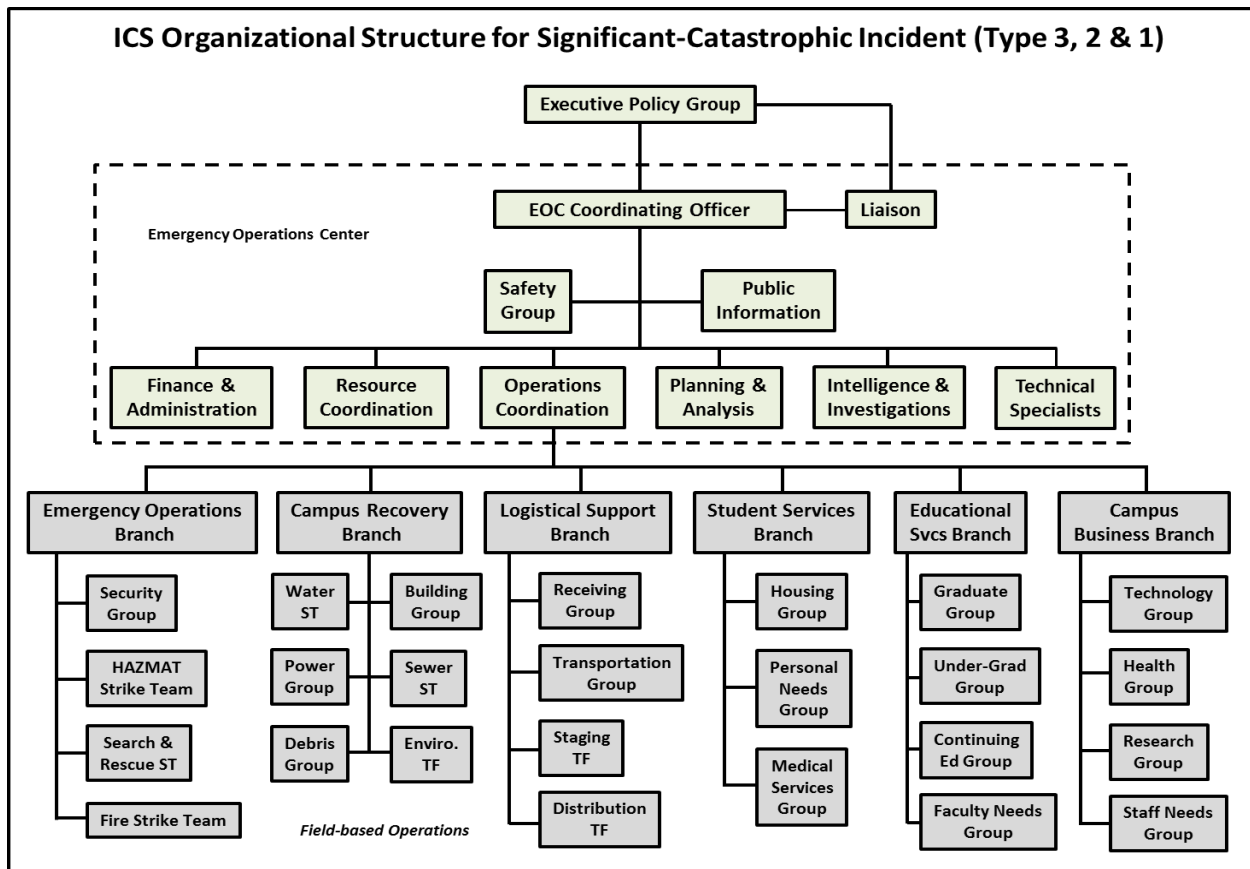


Figure 5-Example of a merged ICS/ESF Organizational Chart to support Significant to Catastrophic Incidents



Emergency Operations Center

The Emergency Operations Center (EOC) is designed and staffed to support Incident Commanders engaged in field-based operations, with resource fulfillment and agency cooperation and participation. Additionally, the EOC provides overarching strategic guidance to ensure public and private interests are met. Membership and staffing of EOC sections are limited to the following functional groups:

- The Executive Policy Group should not be collocated with the Critical Incident Planning Group in the EOC.
- Internal department representatives supporting operations.
- USF System representatives as required.
- External agency representatives supporting operations.
- Other interested parties cleared by the EOC Coordinating Officer.

Life safety and stabilization of the incident shall be the primary priorities of the EOC. Once determined that personnel are safe and the incident is stable, members of the EOC shall begin evaluating and developing strategies to maintain/resume the educational and business processes of the institution.

Staffing of specific sections within the EOC by the membership and other vested parties shall be based upon incident/event specific dynamics, availability, and participation of internal and external departments and agencies. Possible EOC staffing responsibilities and organizational configurations are shown in Figure 6.

USF Tampa EOC Staffing Responsibilities

Group	Functional Area of Responsibility
Executive Leadership Policy Group	Provides overall guidance of the University response to an incident or event. Provides the overarching priorities to the USF EOC and Incident Commanders. Provides support and resources to facilitate coordination and management of the incident by the EOC and Incident Commander/s.
EOC Coordinating Officer	Coordinates the management of the incident. Serves as the conduit between the EOC and Executive Leadership Policy Group through the Liaison Officer. Coordinates the efforts of the EOC team sections and resolves conflicts where appropriate.
Liaison	Coordinates with internal and external cooperating/participating agencies. During Type-5/4 Incidents/Events provides connectivity between the EPG and EOC. Larger Incidents/Events may require multiple Liaison Officers involved in coordinating activities with assisting and cooperating agencies to ensure that their needs are met, and providing connectivity between the EPG and EOC.
Public Information	Develops public information materials related to the incident. Coordinates the release and distribution of media products to the public and media outlets upon approval of the EOC Coordinating Officer or designee. Maintains continual connectivity with field-based Incident Commanders and accomplishes media support tasks on behalf of IC.
Safety	Continually evaluates the operational environment and planned mitigation tactics to ensure a safe working environment for the responders. Provides safety guidance to all personnel.
Finance and Administration	Clerical, log keeping, fiscal, and records keeping functions to ensure compliance with USF policies, applicable laws and regulations. Monitors incident costs and budgetary constraints.
Planning & Analysis	Analyzes community-wide intelligence and information; prepares long-term plans. Provides situational awareness and status updates to the EPG. Develops future operational period and contingency plans.
Operations Coordination	Maintains continual connectivity with Incident Command and accomplishes support tasks on behalf of IC.
Resource Coordination	Procures and acquires resources to fulfill the logistical needs of the Operations Coordination Section.

•During periods of EOC activation, many functions typically conducted by Incident Command may shift to the EOC. This lessens the administrative burden on the Incident Commander affording him/her greater opportunity to mitigate the hazard. Additionally, in large-scale incidents or events, it is conceivable that multiple agencies will be participating, generating significant resource requests. The EOC serves as the central entity for collecting, vetting, and consolidating field-based requests, thus minimizing redundancy and keeping costs low.

Figure 6-Possible EOC staffing responsibilities



Emergency Incident Reporting

Any member of the USF community shall report any emergency or crisis to University Police of which they are witness to, discover, or are directly affected, whenever any of the following situations occur on the property of the USF Tampa Campus. In the event of an emergency as outlined below, personnel shall dial 911 (on campus) or (813) 974-2628 (off campus).

- Fatal or life threatening accidents occurring on a campus, involving students, employees, or members of the public when injuries require medical attention.
- Major violence, natural, or human made hazard, occurring on or in close proximity to University property, which might endanger life, threaten University property or assets, or interfere with University activities.
- Sexual assaults and relationship violence.
- University-related transportation accidents, involving hazardous materials, severe personal injury, or major property damage.
- Reports of illness, involving humans or animals, due to hazardous chemical emissions.
- Reports of outbreaks of illness or injury due to food poisoning or consumption of similar products, whether sold by the University or distributed privately on University property.
- Environmental incidents, including major spills or major air emissions.
- Explosions.
- Fires, flooding or injury/damage resulting from severe weather.
- Unauthorized work stoppages, emergency cancellations of University sponsored events, boycotts or threatened boycotts, or demonstrations that may lead to civil disorder or disruption of University activities.
- Notification of power, or water service interruption, with particular emphasis as it affects special lab experiment research projects or residence areas.
- Reports of major vandalism or graffiti which appears to be motivated by ethnic, racial, religious, or sexual orientation bias.
- Major facilities or building structure compromise/failure.

Procedures for Reporting Incidents

In the event of an emergency as outlined in these procedures, the Emergency Incident Reporting phone number, 911 (on campus) or (813) 974-2628 (off campus), shall be dialed at any hour of the day or night. The nature and a brief outline of the emergency shall be reported to the police communication officer on duty.

Informational items normally requested will include: name and telephone number of caller; place, time and type of emergency; number and general type of injuries; number of fatalities, if any; type of damage to facilities and equipment; type of projects, compounds or chemicals and quantities involved; purported cause of work stoppage, boycott or violence, etc. To ensure complete reporting, the officer on duty will ask several specific key questions, depending on the nature of the emergency. The following procedures will then be implemented:

USF Emergency Personnel: During crisis or threatening situations, USF Public Safety units and/or designated USF Emergency Response personnel are expected to first properly respond and stabilize the situation, especially if there are safety implications. If the on-scene Incident Commander believes that the situation poses an **“imminent threat to the life safety of members of the USF population”** a timely warning must be issued immediately. Campus Emergency Warning and Notification shall only be conducted by designated personnel as previously outlined in Authority to Issue Warnings and Notifications.

Incident Management organizational structure, positional responsibilities, and procedures for managing incidents which expand beyond the capability and/or responsibility of the initial response are outlined in the Response Section of this plan. As soon as the incident presents opportunity, the on-scene Incident Commander or designee should follow procedures through established departmental procedures to immediately notify the Vice President for Administrative Services with a brief summary of the incident and current situation. If the Vice President for



Administrative Services cannot be contacted, then the Incident Commander or designee shall immediately notify the USF Emergency Operations Manager.

For out-of-town emergencies such as a transportation accident, the USF person involved is responsible for notifying their immediate supervisor and/or dean, as well as for prompt local action appropriate to the situation. Other reporting, such as for university liability insurance purposes, may also be required.

Internal Leadership Notification of Incidents

Timely and proper notification to key responders and University leadership is critical during emergencies. Once an Incident Commander arrives on scene and can ensure the safety of individuals, notification of the incident to key members of the USF Administration is paramount. Typically, notification for Type-5 low-level incidents will follow University Police or departmental established procedures.

Larger events (Type 1, 2, 3, and 4) may require notification of certain members of the Executive Policy Group and Critical Incident Planning Group. The Vice President for Administrative Services or the Emergency Operations Manager will normally conduct this. In all cases, where the Incident Commander perceives that the situation may potentially/actually involve media of any capacity, both University Communications and Marketing, and Emergency Management should be notified.

Public Communication of an Incident

The Incident Commander shall coordinate, engage, and provide information to the public regarding the incident. In many instances this function may be fulfilled by designated University Police Public Information Officers. Every attempt should be made to engage University Communications and Marketing (UCM) as soon as possible. It is the primary responsibility of UCM to coordinate, engage, and provide information to the public and media on behalf of the University of South Florida.

Further information regarding USF Tampa's communication and warning strategy is contained in the USF University Emergency Communications Plan. This document is not available for public viewing.



USF Emergency Warning and Notification Systems

Nothing shall inhibit or create a delay in initiating immediate and timely warnings for any hazard that poses an immediate/imminent threat to public safety or university assets.

USF has several means of notifying students, faculty, staff, and visitors in an emergency. The kind of hazard and time of day, as well as the immediacy to warn the public, may dictate which or all emergency warning systems are used.

- MOBULL (sms text messages)
- Digital Displays
- USF Home Page
- Desktop alerts on computers under the maintenance of USF IT and USF Health IS
- Outdoor Strobe Lights
- Outdoor Sirens
- Outdoor Loudspeakers
- Local Radio and TV Stations
- Student Portals
- Information telephone lines

During normal business hours

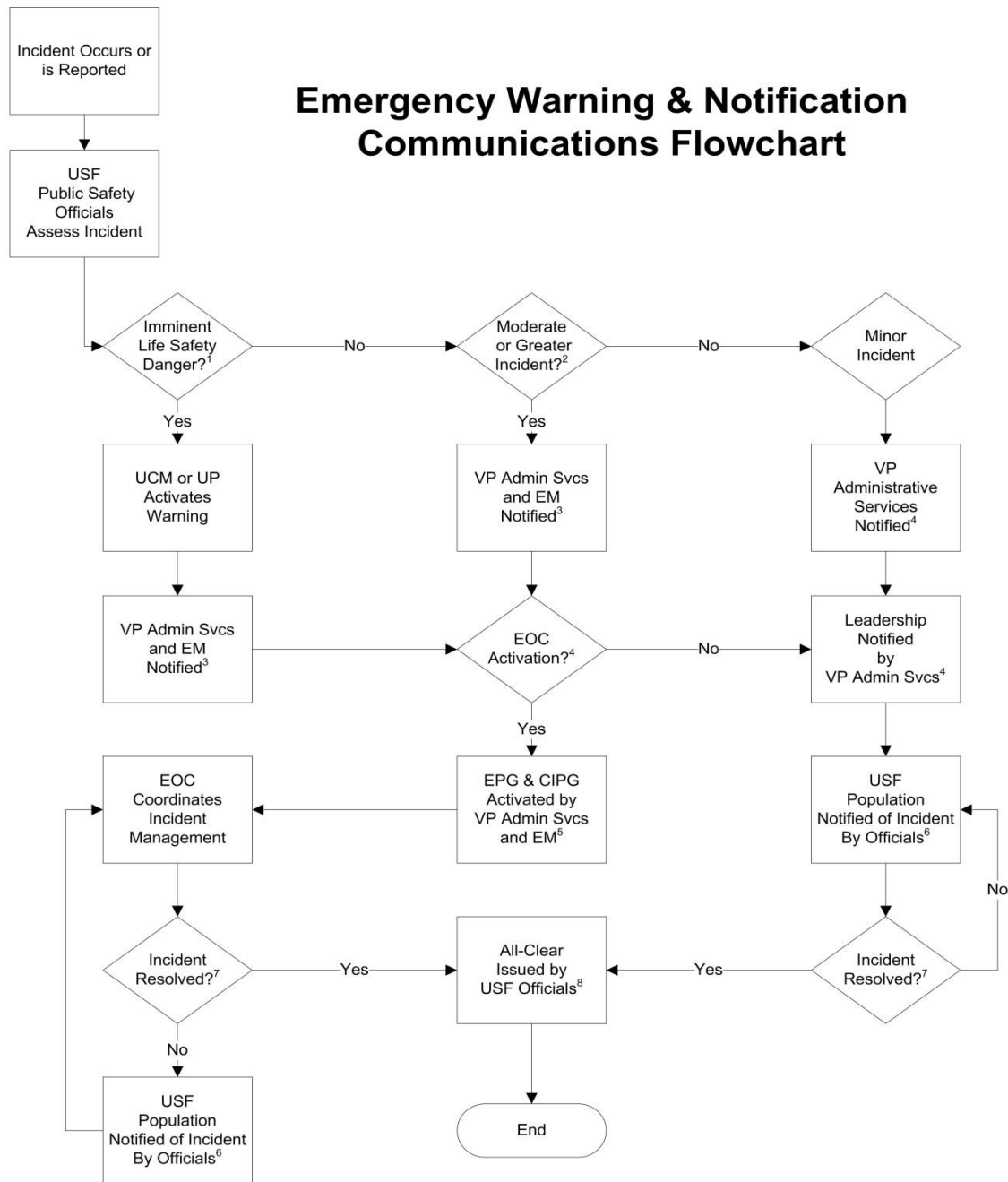
If an emergency occurs during business hours, University Marketing and Communications will initiate emergency warnings based on the recommendation of University Police, the Emergency Operations Manager, or the Vice President for Administrative Services. If UCM personnel are unavailable, the Emergency Operations Manager will initiate.

After normal business hours

In the event that an emergency occurs after normal business hours, the University Police will be responsible for sending MOBULL messages. In the event that the University Police are not able to initiate a MOBULL message, authorized users in Information Technology, University Communications and Marketing, or Emergency Management, and Administration may broadcast pre-scripted messages.

Directions will be given on what actions to take from these various means of communication. When the situation is resolved, the “all clear” will also be announced.





Notes:

1. Timely warnings shall be issued for all incidents which pose an immediate or imminent threat to public safety.
2. Moderate-Greater incidents refers to the ICS/USF incident typing scheme as depicted in the USF Emergency Operations Plan.
3. The VP Administrative Services and the USF Emergency Management Coordinator shall be notified for any incident greater than or expands beyond a Type-5 incident (minor)
4. Timely notification of Type-5 incidents is at the discretion of the Incident Commander or USF Department Representative in charge of the incident.
5. Normally, the VP Administrative Services will notify members of the Executive Policy Group (EPG) and the Emergency Management Coordinator will notify members of the Critical Incident Planning Group.
6. Timely notifications (not warnings) shall be conducted to inform the USF population of incident information.
7. Incident resolved refers to the state of incident management in which the risk to public safety or assets is manageable, and normal campus functions can begin to be restored. It does not suggest incident management activities are concluded.
8. An "All-Clear" message shall be communicated to the USF population whenever a warning was initiated, or the campus was evacuated.

Figure 7-Emergency Warning & Notification Flowchart



USF Department Responsibilities

Auxiliary Services

The Assistant Vice President, Auxiliary Services, working with other agencies, will maintain current written plans for providing emergency food services during and after a disaster for the following:

- Resident students
- Shelter evacuees
- Special needs evacuees
- Shelter workers
- Voluntary operation workers
- EOC staff and Executive Policy Group
- Emergency response personnel

The Assistant Vice President, Auxiliary Services, working with the Director of Environmental Health and Safety, the Director of Parking and Transportation Services, the Dean of Housing and Residential Education, and other agencies will maintain current written plans for providing transportation services for emergency evacuation of the residence halls.

Controller

The Controller shall continually evaluate expenditures and their relative impact on budgetary constraints; develop strategies to fund emergency operations; and conduct periodic audits against purchases that were made to support preparedness, response, recovery, and mitigation operations.

Additionally, the Controller shall develop strategies that provide for the receipt and disbursement of funds from interested and contracted parties in the event that a disaster disrupts and/or compromises standard processes.

Emergency Management

The Emergency Operations Manager in consultation with USF System institutions/entities provides leadership for all-hazard emergency operations plans and policies. Furthermore, the Emergency Operations Manager facilitates the development of public safety programs and training across the USF System, including emergency awareness/preparedness education campaigns.

The Emergency Operations Manager serves as the primary staff liaison to the USF System Continuity of Operations Plan and Comprehensive Emergency Management Plan (CEMP), and as the central coordinating entity and liaison among USF institutions/entities for asset protection with federal, state, and local governmental and non-governmental agencies. Emergency Management provides USF System all-hazard warning and notification and serves as the USF Coordinating Officer regarding emergencies and disasters, including the activation of the USF Emergency Operations Center. The Emergency Operations Manager will accomplish some of these tasks by:

- Providing hazard awareness and management training/education to faculty and staff
- Coordinating public awareness campaigns focused on those hazards that are most likely to significantly affect USF personnel
- Continually analyzing threats/risks
- Reviewing and modifying plans and procedures
- Participating in collaborative environments and councils that promote USF safety
- Coordinating and participating with local, State, and Federal governmental and non-governmental agencies and committees



Environmental Health and Safety

Environmental Health and Safety will:

- Maintain current written plans for responding to emergencies such as chemical spills, water damage to laboratories, and building fires.
- Advise USF representatives of insurance claim requirements, coordinate with USF Emergency Management for reimbursement, and report property damage information/claims to appropriate State and Federal offices.

Executive Services

- EOC Not Activated: During emergencies in which the EOC is not activated, the Chief of Staff will provide incident information obtained from either the Incident Commander, Emergency Operations Manager, or Vice President for Administrative Services to the USF President and members of the EPG.
- EOC Activated: If designated as the Liaison Officer, the Chief of Staff provides information to the President and Executive Policy Group that has been obtained from the EOC Coordinating Officer or designee.

Facilities Planning & Construction

The Director of Facilities Planning & Construction shall coordinate damage and safety assessments of buildings to evaluate their structural integrity.

Human Resources

The Associate Vice President of Human Resources will develop and maintain policies and procedures that support personnel resource requirements necessary to support emergency response and recovery operations.

Information Technology

The Vice President for Information Technology shall maintain current written plans that will provide procedures for ensuring continuity and restoration/repair of telephone and information services. Information Technology is responsible for installation and maintenance of the telephone and data communication system for the Incident Command and/or EOC and for providing for the transfer of the police dispatch operation to the EOC when required.

Payroll

University Payroll shall develop strategies to ensure that USF faculty and staff is paid in a timely and efficient fashion in the event that a disaster disrupts and/or compromises standard processes.

Physical Plant

The Director of Physical Plant shall maintain current written plans of action that will identify steps to be taken before, during and after a disaster. The plan should include:

- Steps to be taken prior to a disaster, such as a hurricane, to mitigate damage to the campus
- Increased purchasing limits for personnel responsible for purchasing materials for emergencies
- A plan for providing personnel to respond to the disaster
- Processes for identifying and assessing damages and estimated costs

Public Safety

The Vice President for Administrative Services shall ensure that University of South Florida Public Safety activities are adequately staffed and personnel are trained to respond to all hazards that may affect the campus, personnel, and assets. The Vice President for Administrative Services shall advise, make recommendations, and provide guidance to the President and executive leadership on all hazards that have affected the campus, and its impact on business continuity.



The Vice President for Administrative Services shall directly oversee the University Police and Emergency Management programs and ensure that both entities are continually focused on ensuring the safety of all personnel at the University of South Florida. Additionally, the Vice President for Administrative Services has oversight of all USF Tampa Public Safety related plans, and provides guidance to University Police and Emergency Management on strategies that may require modification to support USF Tampa initiatives.

Purchasing

The Purchasing Department, or authorized representatives, shall serve as the sole entity to engage in contractual purchasing agreements that support preparedness, response, recovery, and mitigation operations. Additional information is contained in the Purchasing Emergency Plan.

Resident Life

The Dean of Resident Life shall maintain current written plans for the protection of the resident students. All residents will receive instructions outlining actions to be taken prior to, during, and after emergencies.

University Communications and Marketing (UCM)

The Vice President Communications and Marketing and designees shall coordinate, engage, and provide emergency information to the public and media on behalf of USF Tampa. Designated personnel within UCM will disseminate emergency warnings when prompted by designated USF Public Safety personnel or USF Leadership. When the EOC is activated, the Vice President, Communications and Marketing and designees shall utilize local, State, and Federal Joint Information Systems to provide emergency information to the public.

University Police

The USF Chief of Police shall maintain current written plans of action for providing general security to the campus during emergencies. It is essential that this plan address the following:

- Internal and external radio communications
- Necessary personnel and equipment to handle the emergency situation
- Communication of special alerts to the University community
- Communication with local, State, and Federal Law Enforcement agencies
- Communication with local fire departments

The Chief of Police also serves as the Emergency Operations Center (EOC) Coordinating Officer in the absence of the Emergency Operations Manager.



Personal Protective Actions

Building Evacuation

Based on the on-scene assessment and characteristics of the emergency (magnitude, intensity, time until onset and duration), the Incident Commander may:

- Determine if shelter-in-place is appropriate and issue an activation order.
- Issue a planned evacuation order. The planning and analysis section will be tasked with determining the need and then developing and issuing a plan for evacuation.
- Designate specific zones where the occupancy and use of buildings and the entry and exit of vehicles and persons may be prohibited or regulated.

The decision to evacuate is a difficult one and should be based upon an analysis and determination that an imminent danger exists to individuals.

A mandatory evacuation will generally be ordered for individuals in an area with an explosive chemical spill unless evacuation places individuals in contact with the chemical. Additional information pertaining to hazardous materials incidents is contained in Appendix B.

Sheltering-In-Place

When the emergency does not require evacuation, or if time and circumstance render evacuation impractical, individuals residing in or near a hazardous area may be directed to take protective action. This action may include taking shelter in designated locations within the hazard area.

In such situations, information on protective action responses will be communicated to students, faculty, staff, and visitors using the most appropriate and expeditious means available.

Campus Evacuation

The decision to initiate an evacuation of the campus will be made by the USF President or authorized designee, and based on a recommendation from the USF Emergency Operations Manager or Chief of Police, or authorized designee of the Critical Incident Planning Group.

Emergency Sheltering

During extreme situations such as hurricanes, emergency sheltering will be coordinated by the Emergency Operations Manager or CIPG designee with the Hillsborough County Office of Emergency Management. Additional emergency sheltering information is outlined in Appendix I, Emergency Shelter Operations.



Chapter 3 – Recovery

Following a significant incident or major disaster, when the immediate threat to life, property and the environment subsides, the rebuilding and restoration of the University will begin through various recovery activities.

Recovery activities involve the restoration of services to the university community and rebuilding of the affected area(s). Recovery activities may be both short term and long term, ranging from restoration of essential utilities to mitigation measures designed to prevent future occurrences of a given threat facing the University. USF Tampa's long-term recovery strategies are addressed in the USF Tampa's Recovery and Post-disaster Redevelopment Plan (to be developed).

Short-term business continuity is addressed in the USF Tampa Continuity of Operations Plan (COOP) as listed in USF Ready. USF will have a phased approach to recovery.

Record Keeping

The University of South Florida is insured against property and casualty losses through the State of Florida Insurance Trust Fund. Accurate records of replacement costs must be submitted to Environmental Health and Safety in order to file a claim for compensation.

In the event of a U.S. President declared disaster, USF may be eligible to recover losses through established and defined state and/or federal processes. Categories of eligible work include but are not limited to:

- Emergency work
 - Debris removal
 - Emergency protective and preparedness measures taken before the incident occurs
 - Labor costs
- Permanent work
 - Road systems
 - Buildings
 - Grounds, trees, etc.
 - Water system
 - University infrastructure (electrical, boilers, chillers, data, etc.)

All losses and expenses should be properly and thoroughly documented to ensure optimal reimbursement opportunity. Environmental Health and Safety will provide direction for compiling and submitting the appropriate documentation of loss and recovery:

- Timesheets and payroll records
- Vehicle logs
- Equipment use logs
- Purchase orders
- Invoices
- Payment warrant copies

Normally, only work necessary to bring the property to its condition prior to the emergency may be reimbursable. However, occasionally it may be determined that the public welfare would not be best served by restoring a damaged facility or its function using FEMA funds. This usually occurs when the service provided by the facility is no longer needed, although the facility was still in use at the time of the disaster. Under these circumstances, USF may apply to FEMA to use the eligible funds for an Alternate Project. Alternate Projects include:

- Repair or expansion of other public facilities
- Construction of new public facilities
- Demolition of the original structure
- Purchase of capital equipment
- Funding of cost-effective hazard mitigation measures in the area affected by the disaster



- Funding project shortfalls due to mandatory NFIP reductions on applicant buildings in floodplains
- Supplemental funds used on an improved project

The Alternate Project option may be proposed for both small and large projects, but only for permanent restoration projects located within the declared disaster area.

Damage Assessment

Responsibility for damage assessment will normally reside with the USF Physical Plant Division, USF Facilities Planning and Construction Division, Environmental Health & Safety and, if applicable, the Office of Information Technology. When an Incident Command and/or EOC have been established, the following may occur:

- Damage assessment activities may be coordinated/facilitated from the EOC
- Damage assessment should be coordinated with the Finance/Administration Support Section when the EOC is activated
- The USF Damage Assessment Form will be used to document any damage. This form has been specifically tailored to comply with FEMA requirements. All damage assessment activities should be coordinated with the Incident Commander
- Damage Assessment forms will be made available through the EOC (Finance & Administration section)

Utility Restoration

USF works closely with local, regional, and national utility infrastructure providers to ensure essential services are available. Unfortunately, incidents and disasters can immediately and significantly affect those providers in meeting USF needs. While safeguards and backup systems are in place to sustain minimal functionality in a disaster setting, it is conceivable that utility restoration may take as much as weeks to restore in a large and complex regional incident.

As electrical services are restored, significant surges from plugged-in equipment may cause additional damage and further delay full recovery of utilities. Restoring utilities may include:

- Coordination with TECO, City of Tampa, Hillsborough County, Verizon, and other providers
- Liaison with outside agencies and contractors through the appropriate sections of the EOC

Reconstruction

Following a major hurricane, flooding, fire, tornado, or man-made incident, partial or total reconstruction of facilities and infrastructure may be required. No one shall engage in any agreement of any kind to begin reconstruction without the written permission of the President or designee.

Re-Entry of Evacuees

Should hazards threaten the population of USF, forcing an evacuation, MoBull and the University website will serve as vital information links between USF and evacuees. When the event is so severe that most of the Tampa Bay area is forced to evacuate, evacuation will be closely coordinated with regional governments.

Tampa Bay surrounding counties maintain "Post Disaster Re-Entry Plans." These plans describe the necessary procedures that should be followed to ensure safe and timely reoccupation to the impacted area. Time permitting, this critical information will be conveyed to faculty, staff, administration and students prior to a major evacuation order. Should an immediate evacuation preclude the successful dissemination of such information, it shall be placed on the USF website, and communicated through media outlets.

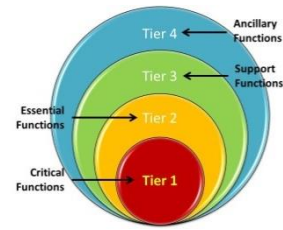
Should the campus sustain significant damage, portable signage, bulletin boards, and other semi-mobile communications devices/mechanisms will convey to the returning population any changes to the campus topography, safe areas, and restricted areas. University Communications and Marketing, Student Affairs, Physical Plant, Facilities, and Environmental Health and Safety, and Human Resources will work collaboratively to ensure faculty, students, and staff have the information needed to provide for their safe return.



Return to Work

Following a major incident, a “Return to Work” announcement shall only be issued after initial damage assessments have revealed that the campus is a safe environment. Until such time, no one other than authorized emergency personnel shall be granted access to the campus. A scaled and phased approach should be followed when returning personnel to work. The recommended approach is:

- Personnel necessary to assess damage and activate Critical Functions
- Personnel necessary to activate Essential Functions
- Personnel necessary to provide Support Functions
- Personnel necessary to carry out Ancillary Functions



Critical Functions generally refer to activities which provide life safety and security. Personnel involved in Critical Functions do not typically evacuate the campus. Individuals involved in Essential Functions are generally engaged in energizing major systems or engaged in coordinating major activities to recover the campus.

Support Functions are generally associated with administrative functions which may be delayed without jeopardizing Critical or Essential Functions. Personnel engaged in Ancillary Functions may include recreational activities or functions that have minimal or no impact on recovery operations. Critical, Essential, Support, and Ancillary Functions should be predefined in each Divisional COOP.

To avoid injury and potential damage, divisions and departments should exercise prudence when bringing systems back on line following a major incident.

Open Campus

The determination to allow Faculty and Students to return to campus should not be provided until the campus is deemed safe and normal business support functions are operational to support.



Chapter 4 - Mitigation and Prevention

Mitigation activities reduce or eliminate risks to persons or property or lessen the effects or consequences of an incident. Mitigation activities include a review of policies, campus culture, environment, and built structures to minimize or eliminate the effects of hazards.

Implementation of mitigation measures is often informed by lessons learned from prior incidents, analysis of incidents/events at other Institutions of Higher Education, and through collaboration with local, State, and Federal government. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Mitigation can include efforts to educate the community on measures they can take to reduce loss and injury.

Threat, Risk, and Vulnerability Assessments

With the distinction of being one of the largest employers within the Greater Tampa Bay area, its ranking as one of the United States leading research and development institutions, and its diverse capabilities and assets, iconic symbolism, relationship and commitment to the local government and community, State, national, and international arenas, the University of South Florida is a key resource within the Greater Tampa Bay area. This distinction necessitates a continued commitment by USF, local and state entities to accurately assess all credible threats and hazards which may compromise or restrict USF from accomplishing its scope of work.

USF Tampa Public Safety will continue to work closely with local, regional, State, and Federal agencies to continually evaluate all-hazard threats against the institution; conduct analyses of its vulnerabilities and related consequences; determine the level of risk associated with each hazard; and develop and deploy protective measures to help ensure the survivability of the institution.

Additionally, USF Tampa will continually ensure that programs and mechanisms exist, that allow all personnel to report suspicious activities to law enforcement agencies. Likewise, the institution will continue to utilize established, secure intelligence networks to share pertinent information with its partnering agencies.

Risk Monitoring

The University Police, Environmental Health and Safety and Emergency Management, with assistance from various USF divisions and departments, as well as regional partners, develop strategies and capability to monitor identified risk areas in order to detect hazardous situations and threats to protect the University population and assets.

The USF Tampa Hazard Vulnerability Assessment (HVA), Hillsborough HVA, FEMA Digital Flood Insurance Rate Map (DFIRM) data, Tampa Bay Critical Infrastructure Protection Committee (CIPC), Critical Infrastructure/Key Resources (CI/KR) site visit reports, and law enforcement intelligence provide a foundation to begin identifying and programming mitigation efforts.



Appendix A - Hurricane Preparedness and Response Plan

A hurricane is a type of tropical cyclone, the generic term for a low-pressure system that generally forms in the tropics. A typical cyclone is accompanied by thunderstorms, and in the Northern Hemisphere, a counterclockwise circulation of winds near the earth’s surface.

Hurricanes can cause catastrophic damage to coastlines and several hundred miles inland. Winds can exceed 155 miles per hour. Hurricanes and tropical storms can also spawn tornadoes and microbursts, create storm surges along the coast, and cause extensive damage from heavy rainfall.

Hurricanes are classified into five categories based on their wind speed, central pressure, and damage potential (see chart). Category 3 and higher hurricanes are considered major hurricanes, though Categories 1 & 2 and tropical storms are still extremely dangerous and warrant your full attention.

While storm surge height values are closely associated with the category of the storm, recent tropical incidents such as Hurricane Katrina (2005) and Hurricane Ike (2008) suggest that surge values may exceed the current hurricane category-rating scheme.

Based on this information and other analyses, the National Hurricane Center may issue separate storm surge warnings for areas that may feel the impact of a tropical event.

Saffir-Simpson Hurricane Scale				
Category	Intensity	Sustained Winds	Possible Surge	Anticipated Damage Effects
Tropical Depression & Tropical Storm	Low	TD: < 39mph TS: 39-73 mph	2-5 feet	Effects normally associated with severe thunderstorms or significant rain events. Extremely light debris. Rain intrusion and localized flooding is possible.
MINOR	CAT-1	Minimal 74-95 mph	4-5 feet	Very dangerous winds will produce some damage, primarily to unanchored structures and equipment. Damage to shrubbery and trees. Rain intrusion is possible. No significant damage to building structures.
	CAT-2	Moderate 96-110 mph	6-9 feet	Extremely dangerous winds will cause extensive damage. Roofing material, door and window damage is possible. Considerable damage to vegetation and trees blown over. Flying debris will generate additional structural damage.
MAJOR	CAT-3	Extensive 111-130 mph	9-15 feet	Devastating damage will occur. Major structural damage likely in storm surge areas. Wind and debris will damage to doors, windows and roofs. Significant debris and toppled trees. Major infrastructure damage and outages.
	CAT-4	Extreme 131-155 mph	15-20 feet	Catastrophic damage will occur. Extensive structural failures from wind and storm surge. Significant debris and toppled trees. Significant infrastructure damage.
	CAT-5	Catastrophic >155 mph	>20 feet	Catastrophic damage will occur. Complete structural failures from wind or storm surge. Most trees blown down. Extensive destruction of infrastructure and transportation systems.

Tropical Storm Watch

Tropical Storm watch conditions are issued by the National Hurricane Center when the effects of tropical storm conditions (sustained winds of 39 to 73 mph) are possible within the specified area within 48 hours. When this watch is issued, the University will be placed in a Tropical Storm Watch condition. The Emergency Operations Manager in consultation with members of the CIPG and EPG will determine the need to convene a meeting with essential University staff. The EPG will communicate to the CIPG any specific actions that are required to be taken which are outside of normal protocols.



Tropical Storm Warning

Tropical Storm watch conditions are issued by the National Hurricane Center when the effects of tropical storm conditions (sustained winds of 39 to 73 mph) are expected within the specified area within 36 hours. When this watch is issued, the University will be placed in a Tropical Storm Warning condition. The Emergency Operations Manager in consultation with members of the CIPG and EPG will determine the need to convene a meeting with essential University staff. The EPG will communicate to the CIPG any specific actions that are required to be taken which are outside of normal protocols.

Hurricane Watch

Hurricane watch conditions are issued by the National Hurricane Center when the effects of hurricane force winds have the potential to impact the Tampa Bay area within 48 hours. When this watch is issued, the University will be placed in a Hurricane Watch condition. The Emergency Operations Manager in consultation with members of the CIPG and EPG will determine the need to convene a meeting with essential University staff. The EPG will communicate to the CIPG any specific actions that are required to be taken which are outside of normal protocols.

Hurricane Warning

Hurricane warning conditions are issued by the National Hurricane Center when the effects of hurricane force winds have the potential/likelihood to impact the Tampa Bay area within 36 hours. The University will be placed in a Hurricane Warning status when a hurricane is expected to strike within 36 hours. Usually, Hillsborough County Emergency Management will communicate plans to conduct levels of evacuation based upon the category of the storm and the area that may be impacted from the storm. Essential USF staff will be called in to work and directed to finalize pre-impact preparedness activities.

In consultation with the Vice President for Administrative Services:

The Emergency Operations Manager will:

- Monitor and disseminate weather advisories
- Coordinate preparedness measures as appropriate
- Activate the EOC to Level II or Level I.
- Coordinate shelter and staging activities with Hillsborough County Emergency Operations Center and University Police
- Ensure emergency communication networks are provided at USF shelter sites.
- Ensure Directors and Building Supervisors assigned in this plan are notified
- Direct and/or coordinate any other protective measures deemed appropriate to safeguard life and minimize property damage

The USF Chief of Police will ensure that University police officers are available to:

- Maintain roving patrols as long as possible with particular attention to high security areas on campus
- Check campus areas for objects subject to damage or representing potential hazards
- Assure that contact has been made with all local law enforcement agencies to coordinate procedures for emergency assistance when necessary
- Monitor weather advisories

The Director of Physical Plant will:

- Provide emergency power (as applicable) to the Emergency Operations Center, Special Needs Shelter if used and other pre-determined areas. Hillsborough County shall provide portable generators to sustain Special Needs Shelter operations should campus power generation be adversely effected.
- Ensure appropriate standby personnel for emergency work in all areas of the Physical Plant Division



- Secure Physical Plant Division materials and equipment that are exposed to potential damage, as possible. Assist colleges and departments with similar efforts, as possible.
- Secure refuse containers and other objects, on campus grounds, that could become potential hazards.
- Make every effort to provide campus utilities and respond to the need for emergency repairs as they occur.
- Following the emergency, provide interim repairs to facilities, boarding of damaged doors and windows to reduce subsequent damage, and erecting barricades to provide protection from hazards, as possible.

The Assistant Vice President of Auxiliary Services will:

- Coordinate with the contracted food services provider and the Dean for Housing and Residential Education and provide emergency food service for resident students, employees, and emergency workers who have not been evacuated.
- Facilitate the provision of food for shelters that have been opened, if the University becomes a shelter site.
- Maintain contact with the Emergency Operations Manager /EOC
- Coordinate the transportation of residents to shelters with staff and vehicles from Parking & Transportation Services in the event of residence hall evacuation.

The Dean for Housing and Residential Education will:

- Implement the housing emergency plan.
- Maintain contact with the Emergency Operations Manager /EOC
- In the case where the University is closed (e.g., significant strength hurricane in the Gulf of Mexico and the storm is projected to hit the Tampa area), the Director of Residence Services, in coordination with USF Emergency Management, may direct an evacuation of all on-campus housing including residence halls, apartments, Greek Village and staff apartments. Resident students and staff who do not have alternate locations for relocation will be sent to a shelter operated by Hillsborough County. Any residents without transportation will be shuttled to the shelter with USF Shuttle vehicles.

The Associate Vice President Human Resources will:

- Provide information on rules and policies, which impact the workforce during a university declared emergency.

Reopening the University

- Physical Plant, Facilities Planning and Construction, and Environmental Health and Safety will inspect buildings as deemed necessary prior to reopening the University.
- Upon notification, when safe conditions exist, Building Supervisors and Deans should return to their assigned buildings, prepare a damage survey, and submit a damage report to the Emergency Operations Manager or EOC when activated. Physical Plant will be responsible for managing/coordinating post-hurricane debris removal and facility habitability restoration and will provide maximum support with resources available.
- The Emergency Operations Manager, Director of Environmental Health and Safety, and other designated representatives from the EOC will coordinate, as appropriate, with the representatives of FEMA, State, and local authorities.
- Classes and other normal operations will resume upon order of the President or his/her designee.
- Human Resources will coordinate any employee timekeeping issues related to policy



Appendix B - Incident Action Plans for Threats to the University Community

In the event of a threat or the presence of any material that could cause harm to members of the University community, the University Police will respond. Threats against the University community could include but are not limited to the following:

Fire and Explosion

In the event of a major fire or explosion on campus, the University Police will respond. The University Police will also ensure notification of appropriate personnel, departments, and agencies.

- University Police personnel shall respond to the scene, establish Incident Command, and initiate evacuation and rescue operations, as appropriate.
- Tampa Fire Rescue (as well as appropriate USF personnel such as Environmental Health and Safety) shall be requested to respond by the University Police. Upon their arrival at the fire scene, Tampa Fire Rescue shall assume command of the firefighting operations and University personnel shall perform support functions as needed.
- In the event of an explosion or detection of a bomb, the University Police shall contact Tampa Police Department Bomb Squad Technicians. Upon their arrival, they will assume command of the operation and University personnel shall perform support functions as needed.
- Injured personnel shall be treated at the scene and/or transported to appropriate medical facilities by ambulance.
- During a major fire, the University Police shall implement perimeter controls. An Incident Command Post should be established.
- The Emergency Operations Manager shall be notified. The Emergency Operations Manager will notify the EPG, and may activate a portion or all of the EOC.
- University Communications and Marketing shall be contacted. A media briefing area shall be established away from the scene of the occurrence.
- Physical Plant, if appropriate, will turn off all electrical and gas service to the affected location upon the order of the Tampa Fire Rescue.
- Environmental Health and Safety will contact the State Fire Marshal's office.

Hazardous Material Spill or Release

For the purpose of this document, a hazmat incident is defined as a major/severe hazardous materials spill or release, or any incident involving the spill or release of an Extremely Hazardous Substance (EHS). In the event of a hazmat incident, University Police and Environmental Health and Safety departments shall be notified immediately.

Under no circumstances shall anyone enter a HAZMAT incident scene without appropriate Personal Protective Equipment (PPE).

Incident Notification

The following personnel or designee shall be contacted by University Police Communications Center upon report of a hazardous material spill or release:

- Environmental Health & Safety
- University Chief of Police or Asst. Chief of Police
- Research Integrity and Compliance Office, if applicable
- Emergency Management
- Appropriate Building supervisor(s)



Procedure

1. The on-scene University Police supervisor will consult with representatives of Environmental Health and Safety (EH&S), who based on their technical expertise, shall make a determination concerning the seriousness of the incident, the necessity to evacuate/shelter-in-place, and the request for additional resources. Both entities shall enter into Unified Command to expedite response and recovery operations. After normal business hours, University Police shall make a determination on the necessity to evacuate/shelter-in-place, and the need for additional resources based on the seriousness of the incident.
2. Based on recommended safe distance data obtained from the EH&S representative, University Police shall establish and maintain a safety perimeter in the vicinity of the incident.
3. If Incident Command determines that additional resources are needed to mitigate the hazard (i.e. Tampa Fire Rescue and/or HAZMAT), University Police shall enable such requests through the Communications Center.
 - a. As necessary, University Police shall escort the arriving responding units.
 - b. The Incident Commander or Unified Commanders (University Police and EH&S) shall provide a briefing to the arriving units.
 - c. If necessary, Incident Command may be assumed by Tampa Fire Rescue or merged with the USF Incident Command structure.
 - d. University personnel and resources shall support emergency operations as needed.
4. If prior to arrival of Tampa Fire Rescue, USF personnel determine that building evacuation is necessary:
 - a. USF personnel wearing the appropriate level of PPE may reenter the building and activate the building fire alarm.
 - b. University Police will establish and maintain an assembly area upwind from the incident location for building occupants.
 - c. Incident Command will inform Emergency Management that the building has been be evacuated.
5. Should an evacuation not be practical and “shelter-in-place” protective actions are necessary, Unified Command will communicate through every means possible on the safety measures that internal building occupants should take.

Timely Warnings

Based upon the severity of the hazardous substance, campus occupancy, and time of the incident, timely warning shall be initiated by University Police, Emergency Management or other designees as outlined in the USF Emergency Warning & Notification Systems section of the USF EOP.

Mass Protests/Demonstrations

When the police or any other university official becomes aware of any condition that may result in protests or demonstrations, the University Police will be contacted immediately. The University Police will immediately alert the Emergency Operations Manager. The following guidelines are provided to establish a thorough and immediate response.

- The Emergency Operations Manager will contact the Vice President for Administrative Services and ensure that the Vice President for Student Affairs, the Provost & Executive Vice President, Chief Operating Officer, and any other person that may have a key role in responding to the potential incident are contacted. The President will also be made aware of the potential disruption at this time.
- The University Police will take steps to monitor the situation in order to determine the issues, the numbers of protestors involved, and the leadership of the group.



- The University Police and appropriate Vice President/s or designee will attempt to establish contact with the leadership of the protesting group to identify their concerns and determine if the concerns can be negotiated without recourse to a mass protest or demonstration. If student protestors are believed to be present, the Vice President for Student Affairs will be contacted. If this is not possible, the group shall be informed of the lawful limits of the demonstration and how they can function within the law as well as comply with University rules and policies.
- The University Police will continue to monitor the protest/demonstration to ensure that all activities are peaceful and in compliance with the law and University rules and policies.
- The University Police are responsible for alerting local law enforcement agencies that may be called on for support and provide information such as the nature of the protest, numbers of protestors, and other information that would be helpful in order to properly respond if called for assistance.
- If it appears that it will be necessary to remove protestors from a building or other area of campus, the University Police will consult with the appropriate Vice Presidents and any other official deemed necessary in making this determination. If student protestors are believed to be present, the Vice President for Student Affairs will be contacted. The University Police will also provide a recommendation to call for other police agency support before attempting to remove demonstrators from a designated area.
- Prior to forcibly removing any person from a building or other area, the group will be notified (if possible) by the appropriate Vice President that by their actions they are intentionally disrupting and interfering with the lawful administration and functions of the University. Pursuant to FS 877.13 the group will be ordered to cease and desist immediately, removing themselves from the area, and that if they fail to do so they may be arrested for intentionally disrupting and interfering with the lawful administration and functions of the University. If student protestors are believed to be present, the Vice President for Student Affairs will make the announcement.
- If the group fails to follow the instructions to cease and desist, a representative of the University Police Department shall address the group ordering them to leave the building (or other property) immediately. Failure to do so may result in arrest for trespass pursuant to FS 810.08 (structure or conveyance) or FS 810.09 (other property).
- If mass arrests become necessary the arrest process, processing and transportation will be in accordance with the University Police Department General Order III-137.



Intentional Acts to Disrupt Water Systems

This document addresses the appropriate responses that will be taken by USF in the event of a terrorist or other intentional act to disrupt the water system or otherwise impact the safety of drinking water. An intentional act to disrupt the operations of a water utility or to jeopardize public health requires notification of the FBI, National Response Center, and others. Anyone witnessing/suspecting/receiving a real or perceived threat to USF's water system is advised to call the University Police by calling 911 from an on-campus phone or 974-2628 from off-campus or cellular phone.

The University Police will initially assume the duties of the Incident Commander and notify Emergency Management, Environmental Health and Safety (EH&S), and Physical Plant. Based on available information from the University Police, Physical Plant, and Environmental Health and Safety (EH&S), the Incident Commander will determine the course of action to be taken. The Emergency Operations Manager will notify the senior leadership of the campus.

However, in an effort to minimize response time, depending on the severity and credibility of the threat, the Chief of University Police (or his/her designee) and the Director of Physical Plant (or his/her designee) may proceed to shut down the water system. The Chief of University Police/Director of Physical Plant will then immediately advise the Incident Commander of the situation. The Incident Commander will determine if the threat is real and the course of action based on some or all of the following:

- Source of the threat
- Credibility of the source
- Magnitude of the threat
- Ability to verify the threat
- Advice from University Police, Physical Plant, Environmental Health and Safety
- Recommendations from external law enforcement agencies
- Recommendation from external health agencies



Appendix C - Emergency Notification / Threat Against Campus Procedures

The University Police will notify the following departments/agencies should they receive or be notified of a threat:

- USF Emergency Operations Manager
- USF Student Affairs*
- USF Physical Plant*
- USF Environmental Health and Safety*
- USF Communications & Marketing*
- Tampa FBI Field Office*
- Tampa Police Department*
- Tampa Fire Rescue*
- Hillsborough County Sheriff's Office*

The USF President and other members of the EPG are notified by the Vice President for Administrative Services or Emergency Operations Manager as depicted in the communications warning and notification flowchart (Figure 8).

* Notification of these entities by University Police is incident driven. In some situations the Emergency Operations Manager may initiate these actions.

Upon notification, and depending on the nature of the threat, the Incident Commander may direct the following entities to be contacted:

- Hillsborough County Health Department
- Hillsborough County Emergency Management
- National Response Center
- Florida State Warning Point
- City of Tampa Water Department
- City of Tampa Sanitary Sewer Department
- USF Student Health Services
- USF Medical Clinics
- University Community Hospital

In addition, the following actions may be taken:

- Physical Plant may shut down the water supply and post "Do Not Use Water" notices throughout campus buildings.
- University Police may use their vehicles equipped with a public address system to notify students, faculty, and staff.
- USF Communications and Marketing may initialize MoBull, Siren System, desktop alerts, mass E-mail notification, and other mass communication notification methods such as WUSF, to notify all students, faculty, and staff, as deemed appropriate.



Appendix D - Emergency Procedures for Students, Faculty, Staff and Visitors

Bomb Threat

The vast majority of bomb threats made against the University of South Florida System (USF System) buildings and activities are false and intended to disrupt the normal activities scheduled at the facility. However, one cannot assume that the caller does not have definite knowledge of an explosive device and is sincere in his/her desire to minimize personal injury. USF System Policy 6-002 outlines the legal definitions, penalties, and USF System processes relating to bomb threats.

Important! - Do not touch any suspicious object or potential bomb.

Anyone who receives a bomb threat should follow these procedures in the order shown:

1. If you receive a threat by telephone, remain calm and attempt to obtain as much information as possible from the caller.
2. Record the conversation, if possible.
3. Call campus police at 9-1-1, give your name, location, and telephone number. Inform the police of the situation reporting the exact words of the threat, including information you may have as to the location of the threat, time of the threat, and time you received the call.
4. Do not evacuate the building and do not sound the alarm, but wait for further instructions. USF Police personnel and other authorities will be responsible for evacuation of buildings or of the campus if necessary.
5. If you spot something out of the ordinary that appears suspicious, report it to campus police at 9-1-1. Under no circumstances should you touch, tamper with, or move suspicious objects or confront persons acting suspiciously.
6. Immediately cease the use of all wireless transmission equipment (cellular phones, laptop computers, 2-way radios).
7. If the building is evacuated, move away from the building as instructed by emergency personnel. Keep the street, fire lanes, and walkways clear for emergency vehicles and crews.
8. Do not return to the building until told to do so by USF officials.
9. In some cases, it may be necessary for law enforcement personnel to enlist personnel from the affected building to assist in the identification of suspicious packages.
10. Report all bomb threats to University Police at 9-1-1.



Chemical, Biological, or Radiation Spill

Observe the following procedures in the event of a chemical, biological, or radiation spill:

- Immediately report any spill or release of hazardous chemical, biological, or radioactive material to campus police at 9-1-1 from a campus phone or dialing (813) 974-2628 from a cell phone, and to the Office of Environmental Health and Safety (EH&S) at 4-4036.
- When reporting, be as specific as possible about the nature of the material involved, the quantity, and the exact location of the spill. University officials will notify the appropriate specialized authorities needed at the incident site.
- Move away from the spill and help keep others away. Do not walk into or touch any of the spilled substance. Try not to inhale gases, vapors, and smoke.
- If a chemical, biological, or radiological spill/release poses an immediate danger to building occupants, the building should be evacuated by activating the fire alarm pull station and notifying other individuals in the vicinity to evacuate.
- The responsible individual on site should seal off the affected room/area and vacate at once to prevent further contamination until the arrival of University Police, Tampa Fire Rescue, EH&S, and other responders. Every attempt should be made to minimize the spread of contaminants and expanding the size of the scene.
- Assist the persons with disabilities in exiting the building. Elevators should not be used in case of fire.
- Once outside, move to a clear area at least 500 feet away from the affected building(s). Keep streets, fire lanes, hydrants, and walkways clear for emergency vehicles and crews.
- Those who may be contaminated by the spill should avoid contact with others, remain in the vicinity, and if available, begin emergency decontamination with safety showers if the building has not been evacuated. Individuals shall comply with University Police instructions upon their arrival.
- Remain clear of all emergency response personnel and equipment unless otherwise instructed.
- Do not return to the building unless instructed by an authorized University official.

Infectious Disease Outbreak

Infectious diseases can pose a threat to the University community as they do to communities worldwide. If there is an outbreak of infectious disease that threatens the University of South Florida, University officials will collaborate with Local, State and National officials in determining the best course of action regarding operations at the University. Information related to any widespread infectious disease outbreak will be available on the University's website at: (<http://www.usf.edu>) and at: (<http://www.shs.usf.edu/>).

For more information:

The University encourages concerned faculty, staff, students and families to check the website (<http://usf.edu>) for updates. If you have specific questions or concerns about your personal health, please consult Student Health Services or your family physician. As other similar issues arise, information specific to each issue will be posted. In addition, the Center for Disease Control has extensive information on these and other health threats on their website (<http://www.cdc.gov>).



Appendix E - USF Pandemic Influenza Response

Level 1 - Planning and Preparation	Level 2 - Confirmed Cases of Pandemic Flu	Level 3 – Suspected or Confirmed Cases in USA	Level 4 – Suspected or Confirmed Cases at USF
Appoint members to the Student Health Services (SHS) pandemic response team to lead the SHS planning process, develop a protocol for managing SHS operations during the emergency, and direct SHS during a pandemic event.	Response team reviews and revises pandemic plan and SHS operating protocol to ensure all elements of the plan and protocol are appropriate to the emerging threat and ready for implementation.	Response team meets with increasing frequency and maintains a state of readiness throughout SHS appropriate to its assessment of the current threat.	Response team assumes control of SHS operations, initiates execution of the pandemic plan, and manages SHS during the pandemic.
Response team members establish and maintain pandemic response relationships with key contacts at USF, local hospitals and public health entities.	Begin regular meetings with established or new teams of representatives from local hospitals and public health entities that will coordinate pandemic response.	Increase frequency of Level 2 activity.	SHS Response team and representatives of local hospitals and public health entities integrate and coordinate delivery of services during active pandemic.
Specify SHS essential functions and personnel.	Continue Level 1 activity.	Begin regular meetings of essential personnel to maintain state of readiness to implement the pandemic response.	Essential personnel and functions actively engaged in pandemic response under leadership of the response team.
SHS staff develop personal pandemic response plan to accommodate their SHS and family responsibilities.	SHS staff review personal pandemic response plans and adjust as needed based on the nature of the current threat.	Continue Level 2 activity. Attain and maintain high degree of readiness to implement personal pandemic response plan.	SHS staff implements personal pandemic response plan.
Identify general emergency communication channels.	Continue Level 1 activity.	Confirm availability and readiness of emergency communication channels and protocols for use during pandemic event.	Put emergency communication channels into service.
Project services SHS will deliver; compile lists of required supplies, equipment and services; and identify vendors and storage facilities.	Develop budgets for purchasing supplies and equipment, contracting for services, and storing supplies and materials all suitable to the current threat.	Increase on-hand stock of medications and medical supplies. Purchase operating supplies and equipment. Execute contracts for services and storage.	Replenish inventory on a short cycle and arrange for continuing access to essential supplies, equipment and services as pandemic event runs its course.
Identify cleaning and waste removal services providers.	Continue Level 1 activity.	Confirm availability of cleaning and waste removal services and readiness to respond to pandemic event.	Put into operation cleaning and waste removal services.
Develop clinical duties lists and triage protocols.	Review clinical duties lists and triage protocols to ensure they are appropriate to the current threat.	Continue Level 2 activity.	Begin performing clinical duties and applying triage protocols.
Identify potential infirmary and quarantine sites in addition to the main clinic (locations, staffing, supplies and services). Consider locations in on-campus and off-campus housing units.	Evaluate pre-selected infirmary and quarantine sites, and supplies, materials and services lists, for suitability to emerging threat and amend lists as needed.	Confirm access to and availability of infirmary and quarantine sites, staff to operate them, and necessary supplies, materials and contracted services. Prepare to quickly bring these locations into service.	Put infirmary and quarantine sites into service.



Appendix F – Emergency Management Team Members

Executive Policy Group (EPG)

The EPG is chaired by the USF President, and is responsible for strategic decisions during emergencies.

Judy Genshaft	President	JGensha@usf.edu
Ralph Wilcox	Provost & Executive Vice President	rcwilcox@usf.edu
John Long	Sr. Vice President & Chief Operating Officer	jwl@usf.edu
Roger Brindley	Vice Provost & Associate Vice President, USF World	brindley@usf.edu
Charly Lockwood	Sr. Vice President, USF Health	dpeters@health.usf.edu
Joel Momberg	Sr. Vice President University Advancement	JMomberg@usf.edu
Sidney Fernandes	Vice President for Info. Technology	sfernand@health.usf.edu
Sandy Lovins	Vice President for Administrative Services	slovins@usf.edu
Nick Trivunovich	Vice President of Business and Finance	ntrivuno@usf.edu
Paul Sanberg	Sr. Vice President Research & Innovation	psanberg@usf.edu
Thomas Miller	Vice President for Student Affairs	millert@usf.edu
Steven Prevaux	General Counsel	Prevaux@usf.edu
Cynthia Visot	Chief of Staff	cvisot@usf.edu

Critical Incident Planning Group (CIPG)

The CIPG is primarily comprised of USF Division/Department officials who are responsible for developing and maintaining the EOP, staffing the Emergency Operations Center (EOC), and coordinating tactical response and recovery actions on behalf of their area of responsibility during emergencies.

Abernethy, Michael	Auxiliary Services, Purchasing	abernethy@usf.edu
Akin, Christopher	Information Technology	Cakin@usf.edu
Banks, W. Eugene	EH&S, Fire	banks6@usf.edu
Black, Hilary	General Counsel	hblack@usf.edu
Chachere, Vickie	University Communications & Marketing	vchachere@usf.edu
Conway, Guy	Student Affairs	gconway@usf.edu
Crosby, John	Facilities Planning & Construction	Jcrosby@admin.usf.edu
Daniel, Chris	University Police	clidaniel@usf.edu
Desai, Nainan	Physical Plant	ndesai@admin.usf.edu
Diba, Ahad	Auxiliary Services	diba@usf.edu
Douglas, Beverly	Environmental Health & Safety	beverlyd@usf.edu
Ellis, George	Information Technology	gellis@usf.edu
Ersing, Robin	School of Social Services & Red Cross Team	ersing@usf.edu
Fallin, Rick	Parking and Transportation	rfallin@usf.edu
Frecker, Trudie	Human Resources	tfrecker@usf.edu
Glaser, Scott	Athletics	glaser@sundome.org
Granda, Frank	Parking and Transportation	fgranda@usf.edu
Hernandez, Ana	Student Affairs, Housing	ahernandez@usf.edu
Hunter, Eric	Campus Recreation	ehunter@usf.edu
Kasper, Linda	Student Affairs, Housing	kasper1@usf.edu
Lawrence, Aisha	Environmental Health & Safety/Hazmat	amlawrence@usf.edu
Madden, Allison	University Research	amadden@usf.edu
McCarthy, Deborah	Student Affairs, SDS	dmcCarthy@usf.edu
McDonald, Danielle	Student Affairs, AVP and Dean for Students	dmcdonald@usf.edu
Mensah, Raymond	Parking and Transportation	rmensah@usf.edu
Mullins, Don	USF Health	dmullins@health.usf.edu
Newton, Nanci	Victims Advocacy	nancin@usf.edu
Peverini, Raquel	Student Affairs, SDS	RaquelP@usf.edu
Prakash, Siva	Physical Plant	sprakash@admin.usf.edu



Miller, Thomas	Student Affairs	millert@usf.edu
Smith, Dwayne	Academic Affairs	mdsmith8@usf.edu
Wade, Lara	University Communications and Marketing	larawade@usf.edu
Withrow, JD	University Police	jwithrow@usf.edu

CIPG Expanded Members and Partners

Bernbaum, Joni	Student Affairs, Victims Advocacy	joni@usf.edu
Campoe, Alex	Information Technology	campoe@usf.edu
Chancey, Hollie	Physical Plant	hchancey@admin.usf.edu
Espinola, Wayne	Administrative Services	wespinola@usf.edu
Ferdinand, Lisa	Student Affairs	lferdinand@usf.edu
Fleischer, Chris	Physical Plant	cfleischer@admin.usf.edu
Gard, Greg	Physical Plant	ggard@admin.usf.edu
Ippolito, Brian	Physical Plant	Bippolito@admin.usf.edu
Lafferty, Steve	Facilities Planning and Construction	slafferty@admin.usf.edu
Maurer, Amanda	USF World	amaurer@usf.edu
Merritt, Trent	Global Spectrum, USF Sun Dome	tmerritt1@usf.edu
Willman, Karla	Administrative Services	kwillman@usf.edu

Regional Campus Emergency Management Points of Contact & Partners

Hendry, David	USFSP, University Police	davidhendry@usfsp.edu
Oliver, Reginald	USFSP, University Police	roliver@usfsp.edu
Dickson, Johnny	USFSP, Physical Plant	jdickson@stpt.usf.edu
Scherberger, Tom	USFSP, Communications & Marketing	tscherberger@usf.edu
Fougeres, Michel	USFSP, Communications & Marketing	mfougeres@mail.usf.edu
Ellinor, Benjamin	USFSM, Regional Vice Chancellor Bus/Finance	bellinor@sar.usf.edu
Lyttle, Richard	USFSM, Facilities	lyttle@sar.usf.edu
Hambrick, Ron	New College EM	rhambrick@ncf.edu
Kessie, Michael	New College Police	Mkessie@ncf.edu
O'Shea, Janet	USF in Lakeland	Joshea@usf.edu



Appendix G - Procedures for Managing Employee Payroll and Leave

Purpose

In the event a University emergency closing is declared, or other State emergency that affects operations of the USF Division of Human Resources, GEMS, CERTS or ALT, these procedures provide general guidance regarding how the payroll process and employee leave will be handled.

Decision Making Team

The Associate Vice President of Human Resources, Director of Payroll and Director of Technology and System Solutions or their designees will determine measures to ensure production of a payroll in the event of an emergency closing affecting the Human Capital Management System (GEMS) time (CERTS) and leave (ALT) data entry or direct deposit and check distribution.

Pay and Leave Process

Producing USF Payroll

If during a payroll processing period, it appears that the University will be closed, one of the following actions should occur:

- **Advance notice of closing given**

Current biweekly pay period CERTS will be loaded as soon as feasible and University departments will be asked to enter time for Temporary (OPS) employees and by the deadline established for the specific situation. Additionally all leave transactions should be entered and approved in ALT by the deadline. If necessary due to time limitations, all faculty, administrative and staff employees will be paid their standard number of hours based on their FTE.

Based on these time and leave entries, Payroll will be processed in order to deliver the electronic direct deposit file to USF's Payroll bank account prior to the closing.

- **No notice of closing given**

If timing does not permit the above activities, Faculty, Administrative, Staff and exempt Temporary employees will be paid in accordance with their regular biweekly salary based on their appointed FTE. Temporary employees will be paid the same number of "regular" hours as the previous pay period however in an extreme time sensitive situation Temporary employees could be paid their standard hours based on their appointed FTE. This process will be administered by the Division of Human Resources and will not require or allow changes by Colleges and Departments.

Based on the above assumptions, direct deposit files and pay checks will be created based on standard hours for all employees. As long as telecommunications and computer systems are operational, this work may be performed from remote sites.

- If all systems are down without a firm estimate of restoration, the Payroll department will work in conjunction with the Controller's office to have the prior pay period's direct deposit file reprocessed by USF's Payroll bank vendor.
- If a payroll file cannot be produced, a delay in employees' receipt of pay will be announced through various sources as determined by Human Resources (HR) and University Communications & Marketing.

Time and Leave Entry and Adjustments

Adjustments necessary to make corrections for underpayment, overpayment, leave taken and compensatory/overtime accrual can be made once the University reopens for regular business. These adjustments are to be made by University colleges and departments responsible for time and leave data entry in accordance



with Pay and Leave policies. Attendance and leave rules will be applied based upon the event's circumstances. For example, leave due to flooding is generally determined by county and identified in State of Florida Executive Orders.

The Emergency Management Team and Human Resources Division will monitor situations such as hurricanes, etc. that may have an element of predictability. It is possible, time permitting, that University departments would be required to perform time and leave entry prior to the normal biweekly deadline.

If needed, HR/Payroll help sessions will be held by HR to assist departments in recovering from assumptions applied to produce a payroll during an emergency closing.

Payroll Certifications

In cases of emergency, one of the below scenarios will be followed:

- University closed and computer systems are running: Payroll Certifications would be required by the CERTS date or within 24 hours of the University's reopening (whichever is later).
- University closed and computer systems are not running: Payroll Certification requirements would be suspended until University is reopened and 48 hours after systems are up and running.
- If operational systems will be down for an extended period, CERTS will be created as soon as feasible upon system restoration and reopening. A reasonable return time will be established for adjustments and corrections.

Pay Check Distribution

Due to safety concerns during a USF campus emergency closing, employees other than those required by their supervisor to assist with the emergency should not come to work. Because direct deposit (EFT) is mandatory, most employees will have payroll deposit posted in their designated accounts. For employees (faculty, staff and temporary) who are new to the University, it is possible that direct deposit may not yet be established within GEMS; therefore, a pay check would be produced. However, if the emergency closing falls on a payday, employees or authorized representatives may pick up checks on the first day of reopening. Checks will be distributed from the Human Resources main office on the Tampa campus unless it is deemed an unsafe area, then the USF Emergency Operations Center will designate a location and notify departments where distribution will take place.

Employee Notification

Human Resources will notify USF Communication & Marketing regarding information about pay check distribution should the emergency closing fall on a payday. The general guidance is that pay will be distributed the first day the University reopens.

If possible, information will be posted on the USF web site and public service announcements made via radio and television.



Appendix H - Purchasing Emergency Plan**Purchasing Services**

Purchasing Services is responsible for the acquisition of commodities and contractual services and the decaling and inventory of capitalized equipment. Purchases are processed through the FAST requisition system which purchasing agents review and approve as purchase orders. Purchases in excess of the competitive solicitation threshold of \$75,000 must be bid or single sourced. Purchasing maintains in the Purchasing Office located at AOC 200 the contract file for at least five (5) years.

Purchase Orders

If the USF System FAST Requisition system is not functioning then the Purchasing director, associate director and the PCard manager, each has a set of paper USF purchase orders. The set of purchase orders are secured at each person's home. The paper PO will be used in case vendors require a paper PO during the emergency or that if PCard is not acceptable or usable.

PCard

In the event of an emergency the Purchasing Director, Associate Director and the PCard Manager will have their PCards, (BOA VISA) increased up to the maximum allowed of \$500,000. In addition, Purchasing has arranged with staff in regional locations to have their PCard increased during an emergency. The process to increase PCard is (as of April 5, 2010) by e-mail to Bank of America and takes a few minute online.

Regional Purchasing Offices

Purchasing agents at the USF St. Petersburg and Sarasota/Manatee have been provided with blank USF purchases orders in case vendors will not accept PCard or if PCard is, cannot be used. Regional staffs that are designated for the emergency will have their limits increased during an emergency up to the maximum of \$500,000.

Electronic Backup

The FAST system and the Liberty Imaging system are backed up daily by the Information Technology Department.



Appendix I – Emergency Shelter Operations & Functional Needs Support Services (FNSS)

Overview

Regardless of the level of personal and professional preparedness, disasters can create unfamiliar and unplanned situations for nearly everyone. Such situations can create even more challenging conditions for individuals with disabilities. Auditory, visual, mobility, and other functional challenges can be amplified during emergencies, placing this segment of USF’s population at even greater risk to harm.

Policy

It is the policy of the University of South Florida System (USF System) to comply fully with the requirements of the Americans with Disabilities Act of 1990 (ADA), as amended, and all other federal and state laws and regulations prohibiting discrimination on the basis of disability or handicap. No qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of services, programs, or activities of the USF System, or be subjected to discrimination by the USF System, as provided by law.

Strategy

This strategy, as it relates to emergency operations, distinguishes between pre-incident and post-incident levels of functional and access needs. Extreme emergencies and disasters create a dynamic environment which compromises or modifies normal business practices. In some instances, resources and/or services that would be normally available are scarce or require additional logistical coordination. In all instances, life safety shall supersede accessibility issues.

A comprehensive assessment of the campus’s functional and access needs, and the ability to support those needs with facilities, equipment, personnel, and partnering agencies is a valuable strategy to employ. A “whole community” assessment assists in identifying:

- USF staff and faculty responsible for addressing functional and access support services;
- Community-based assets and organizations which can provide logistical support and resources;
- Organizations or coalitions that reside in other disciplines that may assist in addressing functional needs during emergencies;
- Existing or opportunities to engage in developing Memorandums of Agreement (MOA) to provide mutual aid.

Emergency Shelter Operations

Pre-Incident

During normal campus hours of operation, reasonable accommodations can be provided by request through USF’s ADA Compliance section within the USF Diversity and Equal Opportunity Office, and through its Student with Disabilities Services Office within Student Affairs, for students in need of accommodation for academic purposes. In each instance, the individual in need of service support must self-identify and make a formal request to the appropriate office. Specific guidance pertaining to normal operations functional and access support can be obtained from either office.

Should an emergency situation arise during normal operations requiring an individual in need of functional or access support to evacuate a building and such individual cannot evacuate on their own accord, the individual should proceed to designated safe refuge areas located in the affected building of their specific location. Building safe refuge areas are typically located in stairwell landings. Individuals can communicate their location and need of assistance directly to other evacuating members, or by handing a pre-incident prepared notecard to anyone evacuating to give to emergency personnel which communicates their specific need.

In the event that an incident (i.e. hurricane) occurs resulting in the requirement of short-term or long-term sheltering:

- General Population Shelter (with FNSS capability): General population shelters provide protection from harm and physical safety in the event persons must evacuate their normal place of residence and have no



other option for sheltering. The Hillsborough County Anthony Pizzo Elementary School, located on the USF Tampa campus, has been designated by Hillsborough County Emergency Management as a General Population Shelter. Resources and logistical support of this shelter are provided by local and state agencies in coordination with Hillsborough County. These services will only be available when the determination is made by county officials to activate and commence shelter operations at this location.

When activated, this shelter shall provide basic necessities such as food, water, and basic first aid. Persons evacuating to this shelter should bring their own supplies such as blankets, toiletries/hygiene items, medications, and clothing.

- **Special Needs Shelter (with FNSS capability):** A Special Needs Shelter is a location, in whole or part, designated under Chapter 252, F.S., to provide shelter and services to persons with special needs who have no other option for sheltering. These shelters are designated to have back-up emergency generator power and are capable of providing safe refuge for people who require assistance with the management of a health condition or supervision of that condition by a healthcare professional during the time of a disaster.

The USF Sun Dome located on the USF Tampa campus has been designated by Hillsborough County Emergency Management as a Special Needs Shelter. Resources and logistical support of this shelter are provided by local and state agencies in coordination with Hillsborough County when the determination is made by county officials to activate and commence shelter operations at this location.

- **Evacuation Shelters:** Sometimes referred to as a Refuge of Last Resort, these shelters must meet American Red Cross 9ARC) 4496 and Enhanced Hurricane Protection Area (EHPA) standards.
- **Evacuation Risk Shelter:** The facility is normally located within the forecast path of an approaching hurricane, severe weather, or other sheltering event. The shelter does not imply that the facility is capable of affording complete protection or is free from hazards, but only that it meets established minimum safety criteria. A total of 20 sq. feet of usable floor space per person is recommended. A person needing FNSS may require more than 20 sq. ft. of usable floor space.
- **Evacuation Host Shelter:** A facility that is relatively safe and provides essential support services. This type of shelter is located outside of the forecast path of an approaching hurricane, severe weather, or other sheltering event. These shelters typically open 24 hours prior to landfall and remain activated until 72 hours after landfall of a hurricane or severe storm. A total of 20 sq. ft. of usable floor space per person is recommended. A person needing FNSS may require more than 20 sq. ft. of usable floor space.

Post-Incident

Following a major disaster, a housing shortage is likely to occur. In many situations temporary housing accommodations will consist of designated shelters, tents, and mobile trailers with/without support facilities, or a combination thereof.

- **Recovery Shelter:** Also known as a “standard” or “short term” shelter, it is a facility that is relatively safe and provides essential support services. This type of shelter is generally used after there is no longer a risk/threat in the area. Because there is no immediate threat, ARC 4496 guidelines do not have to be considered. Host Shelters and Risk Shelters that have essential support services may be used as Recovery Shelters.

Recovery shelters are typically activated 72 hours post-incident and can remain operational until they are no longer needed. A total of 40 sq. ft. of usable floor space per person is recommended when calculation total capacity. A person needing FNSS may require more than 40 sq. ft. of usable floor space.



Key Considerations in Planning for Shelter Operations

Dietary – Planning should include provisions to ensure meals and snacks are provided to all shelter residents which may have specific dietary needs or restrictions. An assortment of vegetables, fruit, non-meat products, lactose and peanut free food options should be provided to shelter occupants.

Service Animals – A service animal is any animal that is individually trained to provide assistance to a person with a disability. Service animals are not pets, but tools for disabled persons, and do not have to be restricted to “pet shelters” or pet holding areas. These animals are generally canines and are easily identifiable by their special harness, cape, vest, scarf, or patch.

Communication – Planning should include methods to communicate with those that have limited hearing or auditory processing, and visual challenges.

- Auditory – Such accommodations may include:
 - Sign Language or Oral interpreter
 - Augmentative communication device
 - Posting of a message in a central location
 - Notepads and pens/pencils
- Visual – Such accommodations may include:
 - Braille documents and signage
 - Large and high contrast print
 - Audio recordings and readers
- Auditory Processing – A strategy may involve speaking slowly in short and simple sentences.

Bathing and Toileting Needs – The selection of temporary housing, short-term or long-term sheltering must include consideration of at least one fully accessible, standards-compliant water closet /stall which includes appropriate side and rear grab bars and sufficient clear floor space. The toilet seat must be between 17-19 inches from the finished floor and the centerline of the toilet must be 18 inches from the side wall. Additional details are outlined in the ADA Best Practices Toolkit, Chapter 7 Addendum 3: ADA Checklist for Emergency Shelters.

Quiet Areas – Shelter plans should include a strategy to provide a quiet area within the shelter.

Mental Health Services – The USF Employee Assistance Program (EAP) and Counseling Center will provide and/or coordinate with mental health service providers to ensure mental health services are provided to USF faculty, staff, and students in need. These activities will be coordinated through USF’s EOC Operations Section, when activated. Mental Health Services provided at shelters is coordinated by the local government agency with oversight of shelter operations. This is generally coordinated through the Health & Medical Services Emergency Support Function (ESF-8) within the county Emergency Operations Center (EOC) when activated.

Medical and Dental Services – Individuals with and without disabilities who have access or functional needs who require medical services may not be excluded from a general population shelter. A USF member in need of emergent medical or dental services, during a period of emergency operations, will be coordinated through the USF EOC Operations Section, when activated. At a shelter, emergency medical and dental services should be coordinated through the Health & Medical Services Emergency Support Function (ESF-8) within the county Emergency Operations Center (EOC) when activated.

Medication – Individuals are strongly encouraged to ensure that they possess ample prescribed medications prior to evacuating or seeking shelter during extreme incidents. Should an individual be in immediate need of a prescribed medication, efforts to provide such medication should be coordinated through USF’s EOC Operations Section or coordinated through the Health & Medical Services Emergency Support Function (ESF-8) within the county Emergency Operations Center (EOC) when activated, as appropriate.



Transportation Services –Transportation for USF personnel, with or without disabilities or functional needs, is provided by USF Parking and Transportation Services. During emergency situations, these services will be coordinated through USF’s EOC Operations Section when activated. Transportation services for the general population, seeking shelter at Anthony Pizzo Elementary school, or individuals requiring assistance sheltering at the USF Sun Dome, are coordinated through Emergency Support Function #1 (Transportation) and Emergency Support Function #8 (Health & Medical Services) within the county Emergency Operations Center (EOC) when activated, as appropriate.



Appendix J – Active Shooter Scenario Plan

Purpose

The purpose of this coordinating procedure is to provide guidance for unified multi-disciplinary/agency/jurisdictional response following an active shooter scenario in a post-incident environment (i.e. perpetrator neutralized). In most instances, responding and participating disciplines and agencies will have their own specific policies and procedures for this type of incident.

This procedure does not replace pre-existing agency specific plans, but instead provides “umbrella” guidance for coordinated response and post-incident recovery operations. This procedure supplements the University of South Florida Emergency Operations Plan (EOP), which provides the overall policy and guidance for emergency operations at USF.

Situation

Whether committed by a student, faculty, staff, or visitor of the campus, an active shooter is an individual actively engaged in killing or attempting to kill people in a confined and other populated area. Active shooters have a desire to kill without concern for their safety or threat of capture, and will normally continue their heinous act until they locate their intended target. Acting out of frustration and rage, active shooters commit such horrid acts in the attempt to correct a perceived wrong against them. Active shooters are likely to accept other targets of opportunity while searching for or after finding their intended target.

The shooter is likely to move throughout campus buildings and grounds until stopped by law enforcement or others. In some instances the shooter will self-inflict bodily harm.

In most cases, the active shooter incident will occur unexpectedly and evolve very quickly. It is even possible that the incident will escalate so rapidly that response actions quickly evolve into post-incident recovery operations.

Each shooter situation will be unique, have diverse ramifications and variables, and in some instances, may delay law enforcement and emergency services in rendering aid (i.e. hazardous materials involved). An active shooter incident may be isolated to one location or cover a broad area. When the incident scene is small and isolated, victims are likely to be located quickly and provided with emergency aid. Larger incident scenes or situations in which law enforcement is not immediately notified of the shooter, may compromise providing emergency aid immediately.

Planning Assumptions

Knowledge of the Incident and Warning

In most situations, knowledge of an active shooter on campus will be precipitated by either a victim and/or witness alerting public safety officials. Generally, this will occur as a result of a telephone call to 911. It is conceivable however that the shooter may alert officials on their own.

If University Police receive the 911 call directly, law enforcement will be dispatched to respond to the incident location, and activate the emergency notification system. If the 911 call is not received directly by University Police, the local law enforcement agency or Public Safety Answering Point (PSAP) receiving the call will notify the campus law enforcement agency with jurisdictional responsibility. Upon receipt of the information, the campus law enforcement agency with jurisdictional responsibility or designee will activate the campus emergency notification system. Law enforcement will be dispatched to respond to the scene.

Only when in the opinion of law enforcement officials that activation of emergency notification systems will impede or compromise response, will a delay exist in issuing a warning.



Personal Protective Actions

Once the emergency notification system is activated, campus personnel, students and visitors will be instructed to seek safe refuge and suspend all campus activity. In most cases, personnel inside of buildings will lock their office doors, turn off lights, and remain silent and hidden. Exterior building doors should remain unlocked unless there is no other means of locking internal office spaces or classrooms. Law enforcement may direct that certain exterior doors be locked.

Individuals outside will immediately seek safe refuge at the nearest building. If the building is locked, individuals will try to seek refuge at other buildings, hide outside, or flee the campus.

Notification and Communications

Activation of emergency notification systems will cause campus leadership to activate emergency procedures. Because mobility is likely to be restricted across campus, coordination of emergency management activities may have to occur virtually. All personnel should remain in their offices until University Police or the local law enforcement with jurisdictional authority determines that the scene is secure. Individuals off campus or arriving at campus will be informed that the campus is temporarily closed.

Following the initial warning, a period of time will pass in which it will appear that little or no information regarding the incident is being communicated. This is typical as police officials respond to the incident location and eliminate the threat. It may also be essential to minimize mass communications to support police operations.

Campus authorities will be notified by police once it is determined that the shooter has been contained, neutralized, or apprehended. Depending on the severity and complexity of the situation, activation of the Emergency Operations Center or Multi-Agency Coordination Center may occur. During this period of transition, all personnel, with the exception of campus public safety officials, shall remain in their secure locations. Once the "All Clear" is issued additional information shall be provided to campus personnel regarding the cancelling of class and suspension of normal campus activities.

Scene Dynamics

Law Enforcement

Incident size, complexity, and variables will directly affect the amount of police and other emergency personnel responding to the scene. Law enforcement may consist of University Police, municipal, county, state, and federal agencies. Local law enforcement may require and engage additional tactical, forensic, and emergency medical services to assist in managing the incident.

Emergency Medical Services

Initial emergency medical services will arrive on campus as law enforcement assesses and engages the situation. If the situation is unstable and an active threat still remains, emergency medical services will stage at a designated safe location to support police operations. If the situation is stable, emergency medical services may respond directly to the incident location. Regardless of the location of emergency medical services, injured victims are likely to be escorted by law enforcement officials to receive treatment. Access to victims will likely be limited to law enforcement and emergency medical personnel.

Scene Access

The size of the scene may expand beyond the actual location of the incident to support the number of resources needed to engage, process, and manage the incident. Access into the incident scene will be restricted and be limited to law enforcement and emergency medical services and authorized personnel. Appropriate credentials will be necessary to access the incident location. The Incident Commander will determine who may enter the scene.



After the “All Clear” notification is communicated, a surge of campus public safety officials, faculty, staff, students, concerned parents, and media are likely to arrive at the incident location. This may inhibit emergency operations and compromise crime scene evidence.

Support Resources

Parking and transportation resources may be necessary to assist with response and recovery operations. Support resources such as lighting, food, water, shelter, and additional security may be necessary to support operations.

Personnel Services

Individuals affected by and witnesses of the incident may possess critical information pertaining to the incident. Victim tracking, accountability, support services, and security may be needed to ensure their safety, collect critical information, and assist in coping with the traumatic effects from the situation.

It is difficult to determine with great certainty exactly who is on campus at any given time. The open-campus environment serves witness to a dynamically changing population every minute. Without immediately knowing the names of the victims, student, faculty, and staff accountability processes may be required to account for all non-affected personnel on campus.

Conceivably, a large number of personnel, directly or indirectly, affected by the incident will require counseling services following the incident. Some victims may require long-term counseling services and may not be able to quickly resume their academic schedule or return to work.

Regrettably, it is possible that the campus may experience a significant number of casualties and fatalities. These circumstances will disrupt normal campus activities and will possibly affect individuals not immediately affiliated with the incident. Reunification and reception processes for students, parents, and/or spouses may be required. If the incident does result in fatalities, Next-of-Kin notifications, a period of mourning and memorial services may be required. Volunteer and donation management activities may be required.

Public Information Management

Information that an active shooter incident has occurred on campus will travel quickly. Whether media obtains the information from scanners, emails, or social media outlets, it is probable that media personnel will immediately contact the campus for detailed information. Campus authorities should anticipate that media will also arrive at the campus to capture video footage, take pictures, and interview campus personnel.

Incident information, accurate and inaccurate, will travel quickly throughout the campus and will likely generate panic, fear, concern, and interest. Resources will be needed to manage the professional media on campus, respond to media telephone inquiries, monitor social media outlets, and produce official public statements.

Normal communication channels may become overloaded and inhibit emergency coordination activities. Individuals on campus will likely be seeking current incident information to gauge their level of safety. People off campus will be seeking information to determine whether their student, family member, or friend on campus is safe. Providing timely and accurate messages will be critical.

Impact on Normal Campus Activities

All incidents, regardless of their magnitude, disrupt or alter normal campus activities. Isolated smaller incidents, which require minimal resources to manage, have lesser long-term impact to campus activities than larger incidents. Scheduled classes, events, and normal business activities will likely be affected. Depending on the magnitude of the incident, some or all activities may be postponed or cancelled.

In some instances, activation of Continuity of Operations and Business Continuity plans may be necessary.



Infrastructure and Assets

Once law enforcement has completed evidence collection and released the crime scene to campus officials, restoration and/or remediation of facilities may be necessary.

External Concerns/Issues

Because active shooter incidents are extremely traumatic events, it is possible that victims, victim's family members, and employees may seek retribution and remediation. Insurance, compensation and liability claims are likely to be made against the University of South Florida.

Public scrutiny may precipitate investigations of safety and security processes and procedures to occur. It is likely that all communication logs, policy documents, and other administrative records will be requested to support the investigation.

Concept of Operations

This section describes the components of post-incident activities related to an active shooter scenario at the University of South Florida System. It broadly outlines functional areas of responsibility for USF System departments and business units. Given the complexity of such an incident, multiple agencies, disciplines and jurisdictional assets are likely to participate in initial response and recovery operations. Therefore, each USF System campus or institution should develop and outline within their specific Emergency Operations Plans and procedures for coordinating multi-agency, multi-jurisdictional operations.

Assessment

The local law enforcement agency with jurisdictional authority will conduct the initial assessment of the incident and classify the mass casualty incident according to the total number of victims immediately affected by the active shooter (injuries and fatalities). Though the classification of a mass casualty incident will likely differ between response agencies, the following table outlines the criteria that USF System public safety officials should utilize when declaring a mass casualty incident. Using this format assists all personnel charged with responding and recovering the incident a clearer understanding of the severity and magnitude of the incident and number of resources that are likely to be applied.

MCI Level	Number of Victims
Level 3	3 – 5 victims
Level 2	6 – 10 victims
Level 1	10 or more victims

Site Access and Security

The local law enforcement agency with jurisdictional authority shall establish, monitor, and control access to the incident location to facilitate response and recovery operations. Unless otherwise specified, the incident location(s) shall be treated as a crime scene(s). Initial entry into the scene will be limited to law enforcement and emergency medical services.

Upon the completion of the forensic investigation and collection of evidence, access to the incident location will be restricted to individuals identified and approved by the Incident Commander. Only individuals with planned incident response or recovery responsibilities will be allowed to enter the scene.

A designated control point (check point) shall be activated at the outer perimeter of the incident scene to facilitate credential verification and scene access authorization.



Notification and Mobilization of Emergency Management Resources

Immediately, upon safely securing the scene, USF Police or the local law enforcement agency will notify the USF System Emergency Manager and provide a situation report regarding the number of casualties and/or fatalities and the disposition of the perpetrator. The Emergency Manager will brief members of the EOC and Executive Policy Group (EPG).

Since it is likely that access to the scene will be restricted to only law enforcement and emergency medical services triaging victims, gathering witnesses, and conducting investigations, post-incident response and recovery operations planning should begin at this point. The on-scene Incident Commander will advise the USF EOC of access requirements, anticipated timelines, and resource requests.

Command and Control

The Incident Command System (ICS) shall be utilized to manage response and recovery operations at the incident location.

The USF Emergency Operations Center will activate emergency support functions to coordinate support services and resource management, conduct planning for future operations, manage communications and public information, coordinate continuity of operations activities, and support the on-scene Incident Commander.

Response Objectives

An active-shooter scenario presents a magnitude of issues that extend beyond the initial response by law enforcement and emergency medical services. Though the hazard may be controlled or eliminated, complex immediate post-incident response activities will likely require significant resources and disrupt nearly all campus activities.

Successful accomplishment of post-incident operations requires a coordinated and planned response from a multi-agency coordination center such as the USF EOC or an incident command post relative to the incident location. The USF System Emergency Operations Manager in coordination with USF Executive Policy Group and campus administration and public safety officials will determine a suitable location to coordinate post-incident operations.

Victim Care

The level of care and services will be victim specific.

Next of Kin Notification

In cooperation with the Dean of Students, University Police and the Center for Victims Advocacy & Victim Prevention will conduct Next of Kin notifications as necessary. If the victim's immediate family members are not within close proximity to the campus, University Police will coordinate Next of Kin notification with the law enforcement agency with jurisdictional authority to assist.

Victim Tracking and/or Protection

Local law enforcement and emergency medical service have procedures for tracking patients who are transported to hospitals for care. Protection services will be provided by University Police or local law enforcement as needed.

Victim Aftercare

In accordance with standing processes and procedures, The Center for Victim Advocacy & Victim Prevention will provide continuing counseling services to victims after emergency services are no longer needed.



Support Services and Facilities

Auxiliary Services

Auxiliary services shall provide necessary resources to support emergency operations where appropriate. Should any Auxiliary Service business locations be affected, Auxiliary Services will work closely with vendors and the EOC to provide alternative resources and solutions that provide equitable levels of services at alternate locations.

Transportation and Parking

University Transportation and Parking Services will coordinate with the EOC or Command Post Incident Commander to provide emergency transportation services to evacuate personnel to alternative locations, manage resource staging areas, provide barricades, determine and publicize alternative traffic patterns and bus stop locations, and provide transportation solutions for remote/displaced students.

Transportation and Parking Services will work closely with University Communications and Marketing and Information Technology to publicize revised bus routes and parking information.

Joint Information Center

The Vice President for University Communications and Marketing or designee shall activate the USF Crisis Communications Plan and establish a Joint Information Center (JIC) to manage, coordinate, and disseminate public information relative to the incident to students, faculty, staff, stakeholders, and media partners.

The Joint Information Center shall schedule press conferences, coordinate press releases with media deadlines.

Individuals seeking information regarding ongoing incident operations or campus activities affected by the incident should make such requests through the USF Public Information Officer in the JIC. Media access to the incident location will be coordinated with the local law enforcement agency with jurisdictional authority or Incident Commander through the JIC. Verifiable media credentials and a JIC escort will be required prior to accessing the incident scene.

Family Information Center

USF Human Resources and Student Affairs shall identify, activate, and manage a Family Information/Reunification Center. Resources from the Employee Assistance Program, Counselors, and clergy may be useful resources to staff the center. Additional staffing may be available through the local government emergency management agency or non-profit/volunteer agencies such as the Red Cross.

The Family Information Center shall provide victim information to verified family members of USF students, faculty, and staff only.

Incident information shall be vetted through USF General Counsel and the USF Public Information Officer prior to release. The Family Information Center will coordinate their activities with the Emergency Operations Center or Incident Command Post.

Depending on the magnitude of the incident, the Family Information Center may be a fixed location or exist in a virtual forum. In all instances, the Emergency Operations Center or Incident Command Post will activate a phone bank to field telephone inquiries.

Volunteers and Donations

All volunteer and donations will be coordinated through the USF Emergency Operations Center or Incident Command Post.

Volunteers must possess valid credentials and be vetted through the local law enforcement agency before engaging in post-incident response and recovery operations.



A drop-off location shall be identified, activated, and staffed to accept and manage all resource donations. The USF Foundation will coordinate all financial donations.

Emergency Communications

Law enforcement and emergency medical service agencies will utilize designated emergency radio systems and frequencies. Access and use of these systems is restricted to authorized personnel only. Since these systems are easily monitored, users should refrain from communicating victim information whenever possible.

USF business unit radios and telephones should be used to coordinate departmental response and recovery operations.

Individuals should refrain from using personal cellular devices and email to coordinate post-incident response and recovery operations.

USF Information Technology shall provide technical support for communication infrastructure and communication resource requirements to support operations.

Business Continuity

Suspended or Cancelled Classes, Events, and Activities

Depending on the magnitude, location, and time of the incident, it may be necessary to delay, suspend, or cancel scheduled classes, campus events, and normal USF business functions. Chapter 2 of the USF Emergency Operations Plan outlines the authority and criteria for cancelling classes or closing the campus.

In some instances, it may be necessary to activate components of the USF Continuity of Operations Plan (COOP). Decisions to activate all or sections of the COOP shall be coordinated with the USF EOC and Executive Policy Group.

Procedures for Managing Employee Payroll and Leave are outlined in Appendix G of the USF Emergency Operations Plan.

Academics

Academic Affairs will coordinate with the EOC the cancellation and/or rescheduling of classes where appropriate. Authority to cancel classes is outlined in Chapter 2 of the USF Emergency Operations Plan.

Academic Affairs will work closely with University Communications and Marketing and Information Technology to publicize revised class schedules, locations and solutions.

Housing

In the event USF System resident halls are directly or indirectly affected by the incident, Student Affairs Housing in coordination with the EOC will determine alternative housing solutions and coordinate with Transportation and Auxiliary Services to ensure that student, faculty and staff needs are met.

Legal Issues

Policy, Procedure, and Information Inquires: All inquiries, from whatever source, regarding the USF System emergency preparedness, response, prevention and recovery policies and procedures shall be directed to the office of University Communications & Marketing. Such information may be exempt from the Florida Public Records law by virtue of section 119.071 Florida Statutes. Accordingly, no information concerning incident response and operations, or any incident related information, shall be released without the approval of the President, or her designee, in consultation with the University Police, the Office of the General Counsel and University Communications & Marketing, and Emergency Management.



Claims and Compensation

All incident related claims or compensation shall be submitted through the USF Emergency Operations Center or Incident Command Post and coordinated with USF General Counsel, USF Human Resources, and USF Environmental Health and Safety.

Maintenance and Repairs

Maintenance and repairs are will be delayed until investigation and evidentiary collection is completed. The USF Emergency Operations Center or Incident Command Post in coordination with the Executive Policy Group will plan and coordinate all incident related maintenance and repairs.

All USF System activities shall adhere to standardized purchasing and contractual policies and procedures.

Environmental Health & Safety shall manage mitigation, cleaning, or removal and disposal of contaminated and/or hazardous materials.

Mutual Aid

USF System campuses should anticipate significant participation from a multitude of law enforcement, emergency medical services, and other emergency management related agencies. Mutual Aid agreements are outlined in Chapter 1 of the USF Emergency Operations Plan.



Glossary

This glossary contains definitions obtained from the following sources:

- NIMS Resource Center (NRC), Department of Homeland Security
- Florida Incident Field Operations Guide (FOG)
- Crisis, Disaster and Risk Management, George Washington University
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Emergency Management Accreditation Program Standard, September 2007

Activate (Emergency Management definition): To begin the process of mobilizing a response team, or to set in motion an emergency operations response or recovery plan, process, or procedure for an exercise or for an actual hazard incident. An activation may be **partial** (stipulating the components of the EOP to activate, or some indication of the level of commitment to be made by the notified entity) or **full** (stipulating activation of the notified entity's entire EOP). **Virtual** activation of the EOC or emergency teams is another option which may be utilized when conditions warrant active monitoring and minimal/low protective actions.

All-hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Area Command (Unified Area Command): Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

Assumptions: Statements of conditions accepted as true and that have influence over the development of a system. In emergency management, assumptions provide context, requirements and situational realities that must be addressed in system planning and development, and/or system operations. When these assumptions are extended to specific operations, they may require re-validation for the specific incident. Assumptions are accepted by planners as being true in the absence of facts in order to provide a framework or set of conditions for variables so that planning can proceed.

Authority: The power or right to give orders and/or to make decisions. Authority may be delegated from one entity to another.

Casualty: Any human accessing health or medical services, including mental health services and medical forensics/mortuary care (for fatalities), as a result of a hazard impact.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Checklist: Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Concept of Operations: A document that explains how a system and its components function and interact via management principles through the successive stages of emergency response and recovery.



Contingency Planning: Developing plans to prevent, minimize, respond to and/or recover from an identified contingency. This is a component of preparedness planning during the preparedness phase of Emergency Management, and it is an important task of the Planning Section (ICS) during incident response and recovery.

Continuity Operations Planning: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Critical Infrastructure (CI/KR): Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Damage Assessment: An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

Disaster (Emergency Management application): A hazard impact causing adverse physical, social, psychological, economic or political effects that challenges the ability to rapidly and effectively respond. Despite a stepped-up capacity and capability (call-back procedures, mutual aid, etc.) and change from routine management methods to an incident command/management process, the outcome is lower than expected compared to a smaller scale or lower magnitude impact (See “emergency” for important contrast between the two terms).

Disaster, Major: Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby (Robert T. Stafford Act 102; 44 CFR 206.2 and 206.36).

Emergency: Any incident, natural or human-caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Manager-A person who possesses the knowledge, skills, and abilities to effectively manage a comprehensive emergency management program.

Emergency Management-The discipline dealing with risk and risk avoidance from all threats and hazards. Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. The science of managing complex systems and multidisciplinary personnel to address emergencies and disasters, across all hazards, and through the phases of mitigation, preparedness, response, and recovery.

Emergency Management Program-A jurisdiction-wide system that provides for management and coordination of prevention, mitigation, preparedness, response and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, entities and individuals responsible for emergency management and homeland security functions.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.



The physical size, staffing, and equipping of a local government EOC will depend on the size and complexity of the local government and the emergency operations it can expect to manage. A local agency's EOC facility should be capable of serving as the central point for:

- Coordination of all the jurisdiction's emergency operations.
- Information gathering and dissemination.
- Coordination with other governments and agencies relative to the operational area.

Emergency Operations Plan (EOP): An ongoing plan for responding to a wide variety of potential hazards (NRC). An all-hazards document that specifies actions to be taken in the event of an emergency or disaster; identifies authorities, relationships, and the actions to be taken by whom, what, when, and where, based on predetermined assumptions, objectives, and existing capabilities (adapted from the FEMA Higher Education Project).

Emergency Response Personnel: Includes Federal, State, territorial, tribal, regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role (Also known as emergency responder).

Exercise (Tabletop, Functional, Full-scale): A scenario-driven interaction that permits evaluation of the EOP and/or Recovery Plan, or elements thereof, through orally provided action descriptions and application of plan guidance.

Tabletop Exercises (TTX): TTXs are intended to stimulate discussion of various issues regarding a hypothetical situation. They can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the *prevention of, response to, or recovery* from a defined incident. During a TTX, senior staff, elected or appointed officials, or other key personnel meet in an informal setting to discuss simulated situations. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude.

Functional Exercise (FE): An FE is a single or multi-agency activity designed to evaluate capabilities and multiple functions using a simulated response. An FE is typically used to: evaluate the management of Emergency Operations Centers (EOCs), command posts, and headquarters; and assess the adequacy of response plans and resources. Characteristics of an FE include simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.

Full-scale Exercise (FSE): An FSE is a multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response as if a real incident had occurred. An FSE tests many components of one or more capabilities within emergency response and recovery, and is typically used to assess plans and procedures under crisis conditions, and assess coordinated response under crisis conditions.

Event (Planned Event): A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.) in which contingency planning initiatives are typically incorporated into event plans should an emergency/incident arise.

Extremely Hazardous Substance (EHS): Substances are those that are known to cause death, injury, or serious adverse effects to human health and the environment, in the event of a release. EHS, which reach or exceed the Threshold Planning Quantity (TPQ), are required to be reported to the state through the Local Emergency Planning Council (LEPC), under the Emergency Planning and Community Right-To-Know Act (EPCRA).

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Gale: Wind with a speed between 34 and 40 knots.



General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Hazard: A potential or actual force, physical condition, or agent with the ability to cause human injury, illness and/or death, and significant damage to property, the environment, critical infrastructure, agriculture and business operations, and other types of harm or loss. A hazard is something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazardous Material (HAZMAT): Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive (or any combination), and requires special care in handling because of the hazards posed to public health, safety, and/or the environment.

Homeland Security Presidential Directive-5 (HSPD-5): A Presidential directive issued February 28, 2003 on the subject of "Management of Domestic Incidents." The purpose is to "enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system. It is through this action that the National Incident Management System (NIMS) was created.

Homeland Security Presidential Directive-8 (HSPD-8): A Presidential directive issued December 17, 2003 establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.

Incident: Incidents are defined within the ICS as unplanned situations necessitating a response. An occurrence or event (natural, technological, human-caused) that requires a response to protect life, property, or the environment.

Incident Command Post (ICP): The field location where primary incident operation functions are managed. The ICP may be co-located with the Incident Base or other incident facilities. In most situations, the ICP will not be co-located with the EOC.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity. A standardized on-scene managerial construct designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by organizational boundaries.



Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Joint Information Center: A Joint Information Center (JIC) is a central location that facilitates operation of the Joint Information System. The JIC is a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions. JICs may be established at various levels of government or at incident sites, or can be components of Multiagency Coordination Systems. A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

Joint Information System: A Joint Information System (JIS) provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector. A JIS includes the plans, protocols, procedures, and structures used to provide public information. Federal, State, tribal, territorial, regional, or local Public Information Officers and established Joint Information Centers (JICs) are critical supporting elements of the JIS.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource (CI/KR): Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies (NIMS).

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.



Mutual Aid: Voluntary aid and assistance through the provision of services and resources between like organizations, including but not limited to: fire, police, medical and health, communications, transportation, and utilities. Mutual aid is intended to provide adequate resources, facilities, and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation. Some authorities differentiate “mutual aid” from “cooperative assistance,” where the assisting resources are compensated for their response costs. Other authorities designate this as “compensated mutual aid.”

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Safety Officer (SO): A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. Under the NIMS, an appropriate span of control is between 1:3 and 1:7.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas, where assets assigned to operations are staged.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

The FBI also includes the unlawful use of force or 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.

Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Incident Typing schemes refer to the complexity of the incident and the amount of resources that must be applied to manage the incident. A Type-1 incident is the most complex incident that typically dictates the application of municipal, local, State, Federal, and in some situations, International resources. (e.g. Hurricane Katrina (2005), Haiti Earthquake (2010))



Unified Command:

An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

This management structure brings together the Incident Managers of all major organizations involved in the incident, to coordinate an effective response while allowing each manager to carry out his/her own jurisdictional or discipline responsibilities. UC links the organizations responding to the incident at the leadership level, and it provides a forum for these entities to make consensus decisions. Under UC, the various jurisdictions and/or agencies and nongovernment responders may blend together throughout the organization to create an integrated response team. UC may be used whenever multiple jurisdictions or response agencies are involved in a response effort. UC may be established to overcome divisions from:

- Geographic boundaries;
- Government levels;
- Functional and/or statutory responsibilities; or
- Some combination of the above. (Adapted from the U.S. Coast Guard)

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

