

# USF Emergency Management



2016-2020 STRATEGIC PLAN

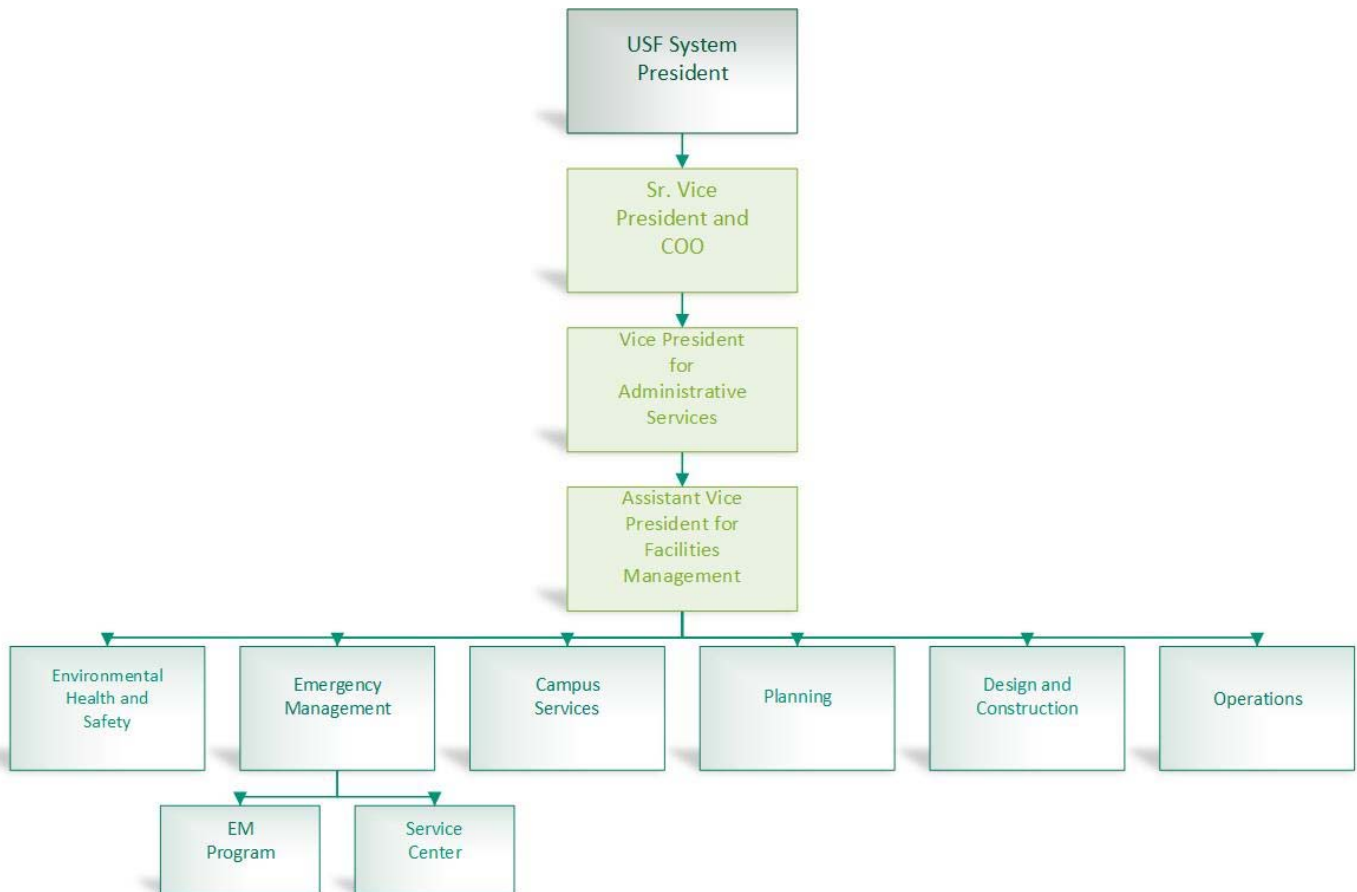
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## Organization Overview

The Department of Emergency Management (EM) is a USF System-wide function based out of the Tampa campus that coordinates activities to prevent, protect against, mitigate, respond to, and recover from disasters and emergencies affecting the University. Using an all-hazards approach, USF EM coordinates emergency operations to enhance a safe and secure environment that is conducive to living, learning, and working.

Emergency Management provides a unified approach to all public safety and emergency resources, provides effective and timely communications between all public safety entities, and serves as the USF System's single point-of-contact for management of emergency and crisis situations. Emergency Management is committed to serving our students, faculty, staff, and visitors through a variety of preventative and responsive programs and services.

The Department of Emergency Management also oversees the Facilities Management Service Center, which provides point-of-contact support to Facilities Management departments on the Tampa campus. By providing quick and quality responses to calls from all faculty, staff, visitors and students, we ensure and promote a friendly, safe, comfortable and informed community. These essential duties must be executed in a discreet and timely fashion in order to prevent the disruption of normal campus activities. Providing such assistance establishes a reliable service center, while promoting good relations with both the University community and the public.



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## Mission

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*Prevent, protect against, mitigate, respond to, and recover from disasters and emergencies that affect the USF System community to foster a safe and secure living, learning, and working environment.*

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## Vision

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*LEADING THE NATION IN HIGHER EDUCATION EMERGENCY MANAGEMENT.*

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## Values

As a USF System entity, the Department of Emergency Management supports the USF System's Guiding Principles: BULLISH. These key values help to guide and shape the way the department conducts business and engages with stakeholders across the USF System. As noted on the USF System BULLISH website ([www.usf.edu/bullish](http://www.usf.edu/bullish)), the BULLISH values are:

**BOLD:** WE ARE AGILE. WE THINK QUICKLY ON OUR FEET. WE ADAPT READILY TO OBSTACLES, AND LOOK FOR INNOVATIVE SOLUTIONS TO THE WORLD'S MOST CHALLENGING PROBLEMS.

**UNITED:** WE ARE STRONGER TOGETHER. WE COLLABORATE. WE SEEK NEW WAYS TO WORK TOGETHER AND MAXIMIZE EFFICIENCIES.

**LEADERS:** WE ARE COMMITTED TO THE EACH OTHER'S SUCCESS. WE NURTURE TALENT AND VALUE OPPORTUNITIES TO GROW AND DEVELOP PROFESSIONALLY. WE HOLD EACH OTHER ACCOUNTABLE.

**LOYAL:** WE TREAT EACH OTHER WITH RESPECT, TRUST AND INTEGRITY. WE DO WHAT WE SAY WE ARE GOING TO DO. WE ARE LOYAL TO EACH OTHER AND FOR THE GOOD OF THE SYSTEM.

**IMPACTFUL:** WE MAKE A DIFFERENCE. WE ARE TIED TO OUR COMMUNITIES. WE ARE GLOBAL CITIZENS. WE CATALYZE REGIONAL ECONOMIC DEVELOPMENT AND SUCCESS.

**STUDENT-CENTRIC:** WE WORK TOGETHER TO ENSURE THAT STUDENT SUCCESS IS AT THE CENTER OF EVERYTHING WE DO.

**HIGH-QUALITY:** WE HAVE PASSION FOR DELIVERING QUALITY SERVICE TO STUDENTS, FACULTY, STAFF, EMPLOYERS AND MEMBERS OF OUR COMMUNITIES.

The Department of Emergency Management is committed to developing *loyal* and competent *leaders* within the field of emergency management that champion and support the *united* efforts of our Critical Incident Planning Group, campus stakeholders, and community partners. These partners develop and implement *high-quality* and *bold* solutions to prevention, protection, mitigation, response and recovery matters that are *impactful* to the USF community while continuing to foster a *student-centric* environment through internship opportunities and outreach programs.

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## Strategic Planning Process

The 2016-2020 Department of Emergency Management Strategic Plan was developed to outline strategic goals and objectives that support the department's mission.

This Strategic Plan was written to align with the University of South Florida's 2013-2018 Strategic Plan to ensure continuity with University goals and objectives. Through the planning process, heavy focus was placed on ensuring that goals and objectives were in support of the USF System's four strategic goals:

### **USF STRATEGIC GOAL #1:**

**WELL-EDUCATED AND HIGHLY VISIBLE SKILLED GLOBAL CITIZENS THROUGH OUR CONTINUING COMMITMENT TO STUDENT SUCCESS**

### **USF STRATEGIC GOAL #2:**

**HIGH-IMPACT RESEARCH AND INNOVATION TO CHANGE LIVES, IMPROVE HEALTH, AND FOSTER SUSTAINABLE DEVELOPMENT AND POSITIVE SOCIETAL CHANGE**

### **USF STRATEGIC GOAL #3:**

**A HIGHLY EFFECTIVE, MAJOR ECONOMIC ENGINE, CREATING NEW PARTNERSHIPS TO BUILD A STRONG AND SUSTAINABLE FUTURE FOR FLORIDA IN THE GLOBAL ECONOMY**

### **USF STRATEGIC GOAL #4:**

**SOUND FINANCIAL MANAGEMENT TO ESTABLISH A STRONG AND SUSTAINABLE ECONOMIC BASE IN SUPPORT OF USF'S CONTINUED ACADEMIC ADVANCEMENT**

A collaborative planning process was used by the Department of Emergency Management in development of this strategic plan. Strategic goals and initiatives are derived from findings maintained in the 2015 Emergency Management Needs Assessment (based heavily on the Emergency Management Accreditation Program standards), which was developed, reviewed, and prioritized by relevant Emergency Management program stakeholders. The Strategic Plan was reviewed by the University's Critical Incident Planning Group, an emergency management advisory committee comprised of internal and external USF System stakeholders, to ensure the mission, vision, analysis, goals, and objectives identified in the plan also aligned with the mission and priorities of the advisory committee. Members of the USF System Executive Policy Group also contributed to the development of this plan.

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## Road to EMAP

A key factor to accomplishing the mission and vision of the USF EM program is undergoing the EMAP accreditation process. This objective has been adopted as one of the Administrative Services' Strategic Goals, specifically Goal 2: Increase preparedness, compliance, and safety. The Administrative Services goals align with the USF System strategic goals.

Administrative Services Goal 2 states the following:

“Enhance the USF System’s five mission areas of emergency management: prevention, protection, mitigation, response, and recovery by undergoing the Emergency Management Accreditation Program (EMAP) process with the goal of achieving accreditation for the USF System’s Emergency Management Program.”

## GOAL 2 ANNUAL MILESTONES

### FY 2016-17

COMPLETE 5 OF 16 EMAP STANDARD AREAS TO ENHANCE OUR PROGRAM ADMINISTRATION AND EVALUATION, COORDINATION, STAKEHOLDER INVOLVEMENT, HAZARD IDENTIFICATION AND RISK ASSESSMENTS, AND HAZARD MITIGATION PROGRAMS. THIS WILL RESULT IN 31% OF STANDARDS MET.

### FY 2017-18

COMPLETE 6 ADDITIONAL STANDARD AREAS TO ENHANCE OUR ADMINISTRATION AND FINANCE, LAWS AND AUTHORITIES, PREVENTION, COMMUNICATIONS AND WARNING, TRAINING, AND EXERCISE PROGRAMS. THIS WILL RESULT IN 68% OF STANDARDS MET.

### FY 2018-19

COMPLETE 3 ADDITIONAL STANDARD AREAS TO ENHANCE OPERATIONAL PLANNING AND PROCEDURES, INCIDENT MANAGEMENT, EMERGENCY PUBLIC INFORMATION AND EDUCATION. THIS WILL RESULT IN 87% OF STANDARDS MET.

### FY 2019-20

COMPLETE 2 ADDITIONAL STANDARD AREAS TO ENHANCE OUR RESOURCE MANAGEMENT AND FACILITIES. THIS WILL RESULT IN 100% OF STANDARDS MET. A MOCK ASSESSMENT AND ASSESSMENT BY ACCREDITORS WILL BE ALSO BE CONDUCTED DURING THIS YEAR.

The success of this goal is greatly dependent on the coordination and engagement of all USF System Emergency Management Program stakeholders.

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## Method of Analysis and Implementation

Emergency Management facilitated an Emergency Management Needs Assessment of the USF System's Emergency Management Program, published in August 2015. Stakeholders from each USF Institution reviewed and prioritized the findings, and this data was used to generate the USF System Emergency Management Strategic Plan. The results of the Needs Assessment report highlighted both strengths and areas for opportunity in 23 distinct elements identified as contributing to a successful emergency management program. The report identified that the USF System Emergency Management program, governed by the Emergency Management Policy (USF System Policy 6-010), effectively implemented an Emergency Notification System, developed and maintained mutually beneficial partnerships with many local organizations, and united key University stakeholders to plan for and respond to events.

While the program had seen many successes, there was an opportunity to revitalize the Continuity of Operations (COOP) program, cultivate a more structured emergency communications procedure, develop additional exercise and training initiatives, and strengthen the critical infrastructure program. Additional resources including facilities, staffing, and information management systems were noted critical to furthering the expansion and progress of the USF System Emergency Management program. The Needs Assessment was completed prior to the reorganization of Facilities Management and placement of the Service Center within the Department of Emergency Management; therefore, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was completed for this portion of the program to determine additional goals for incorporation of the Service Center into the Strategic Plan.

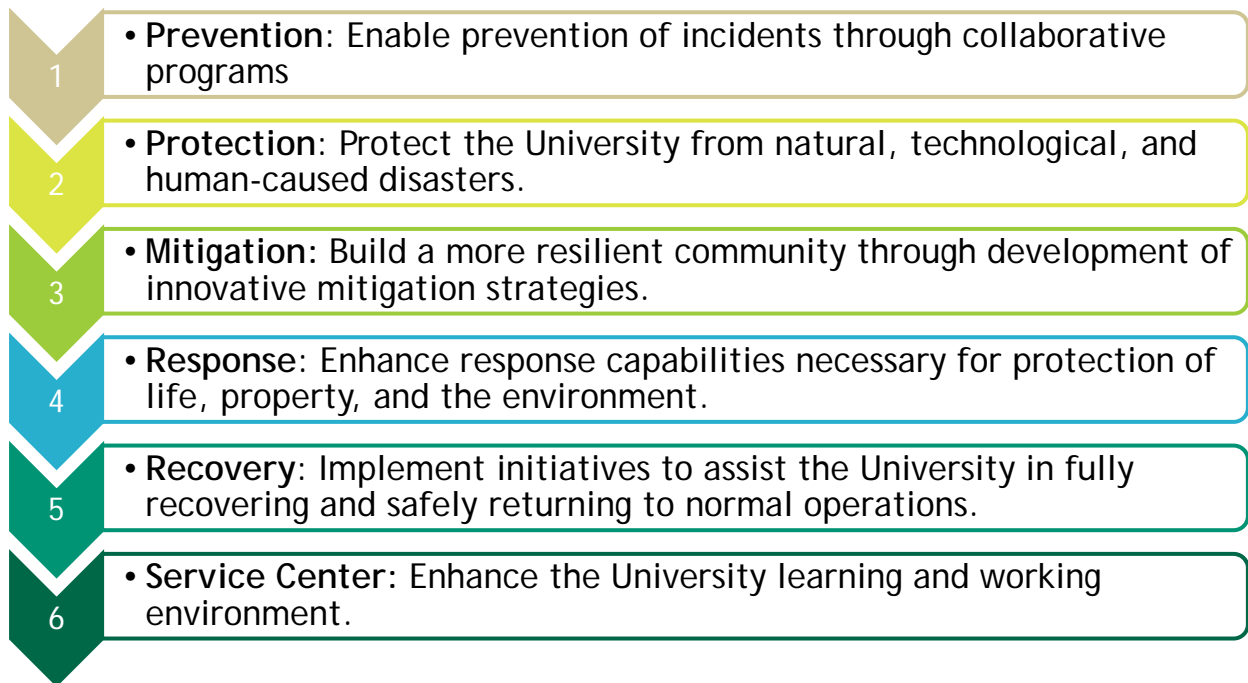
The strategic goals set forth in this document are incorporated into department priorities established at the beginning of each fiscal year. This is evident through budgetary allotments; scheduled department activities including but not limited to outreach, training, and exercises; and Department of Emergency Management prioritized initiatives.

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## Goals and Objectives

The first five chosen strategic goals align with the five mission areas established in the Federal Emergency Management Agency’s National Preparedness Goal. Objectives and Milestones are established to provide a framework and deliberate approach to accomplishing the outlined goals. The sixth goal relates to the Facilities Management Service Center.

### USF EMERGENCY MANAGEMENT STRATEGIC GOALS



## Goal 1. Enable prevention of incidents through collaborative programs.

### Objective 1.1: Development of a Critical Infrastructure program

Milestone 1.1.1: Form a team of relevant stakeholders to prioritize, develop procedures, and conduct assessments by December 2019

### Objective 1.2: Involve the USF System community in prevention through public outreach

Milestone 1.2.1: Participate in the “See Something, Say Something” campaign, encouraging the whole community to report potential terrorism-related or suspicious activities by March 2017

## **Goal 2. Protect the University from natural, technological, and human-caused disasters.**

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### **Objective 2.1: Develop and enhance University emergency plans**

Milestone 2.1.1: Complete an all-hazards Comprehensive Emergency Management Plan (CEMP) by June 2020

Milestone 2.1.2: Institute a Building Emergency Action Plan program by December 2017

Milestone 2.1.3: Enhance the Continuity of Operations (COOP) planning at each System institution by June 2019

Milestone 2.1.4: Continuously strengthen planning initiatives through cooperative coordination with stakeholders

### **Objective 2.2: Strengthen partnerships with key internal and external stakeholders in order to create a “whole community” approach to emergency management**

Milestone 2.2.1: Further define and enhance Emergency Management programs at the regional institutions by June 2020

Milestone 2.2.2: Continuously engage stakeholders through the Critical Incident Planning Group and Emergency Support Functions

Milestone 2.2.3: Establish and cultivate working relationships with tenants at each institution by June 2020

### **Objective 2.3: Expand and enhance alert and warning tools to reach a greater portion of the University population**

Milestone 2.3.1: Install Indoor Notification Systems in high-occupancy buildings by June 2020

Milestone 2.3.2: Annually increase the percentage of current USF community members subscribed to MoBull Messenger

### **Objective 2.4: Enhance the readiness of the USF System community**

Milestone 2.4.1: Continuously improve preparedness through training and exercise opportunities

Milestone 2.4.2: Expand the scope and reach of outreach programs available to the USF system community

Milestone 2.4.3: Develop a resource management program to identify, maintain, and enhance resources for emergency response by January 2020

## **Goal 3: Build a more resilient community through development of innovative mitigation strategies.**

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### **Objective 3.1: Utilize various funding sources for completion of mitigation projects**

Milestone 3.1.1: Evaluate the mitigation needs of the System and develop a list of shovel ready projects by June 2017

Milestone 3.1.2: Identify and apply for available mitigation funding sources as available

### **Objective 3.2: Hazard Identification and Risk Assessment (HIRA)**

Milestone 3.2.1: Develop a HIRA for each System institution by June 2017

### **Objective 3.3: Mitigation Planning**

Milestone 3.3.1: Participate in and submit projects through the Local Mitigation Strategy working groups in Hillsborough, Pinellas, and Manatee counties

Milestone 3.3.2: Develop a University System Mitigation Plan by June 2017

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## **Goal 4: Enhance response capabilities necessary for protection of life, property, and the environment.**

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### **Objective 4.1: Enhance communication and situational awareness capabilities through technology and operational innovation**

Milestone 4.1.1: Maintain a fully operational Emergency Operations Center at each System institution

Milestone 4.1.2: Implement an Information Management System for effective collection and communication of information by June 2017

### **Objective 4.2: Codify operational procedures**

Milestone 4.2.1: Develop Standard Operating Procedures for the Department of Emergency Management by April 2017

Milestone 4.2.2: Develop a program to define and identify essential personnel designations and requirements by June 2017

Milestone 4.2.3: Incorporate the use of ICS Forms into operations and special events by December 2017

## **Goal 5: Implement initiatives to assist the University in fully recovering and safely returning to normal operations.**

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### **Objective 5.1: Review and enhance recovery programs**

Milestone 5.1.1: Solidify Public Assistance procedures by June 2018

Milestone 5.1.2: Engage departments in and expand the COOP program to enable effective recovery by June 2019

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## **Goal 6: Enhance the University learning and working environment.**

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### **Objective 6.1: Provide a mechanism for the intake and prioritization of emergency, urgent, and routine calls for service**

Milestone 6.1.1: Implement a new work order software solution by June 2019

Milestone 6.1.2: Develop processes to more appropriately triage requests for service by April 2017

### **Objective 6.2: Create and maintain a performance-based culture with Service Center staff that is engaged and professional, by fostering productive work relationships with all customers, throughout all levels of Facilities Management and with all other USF stakeholders**

Milestone 6.2.1: Develop opportunities that allow staff members to learn more about the responsibilities and work of other Facilities Management personnel by August 2017

Milestone 6.2.2: Continuously cultivate programs and interactions for staff that promote a work environment of respect, trust and the attitude of teamwork

Milestone 6.2.3: Partner with Facilities Management administration to improve and manage call capacity and develop guidelines to disseminate information more consistently to support needs by June 2019



**Objective 6.3: Improve confidence and trust through making and keeping commitments, and adding value for our customers, both internal and external**

Milestone 6.3.1: Continuously improve the effectiveness and transparency of communication

Milestone 6.3.2: Improve accountability of the service call center staff for properly recording and relaying information in accordance with the standards and expectations established by leadership by August 2017

Milestone 6.3.3: Develop an action plan to provide information to and receive feedback from our customers by June 2018

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## Assessment and Measurement

The Department of Emergency Management's success is greatly dependent on key stakeholder involvement; therefore, stakeholder assessment is a critical measurement tool. Annually, the Department of Emergency Management's established goals and objectives are evaluated by the University's Critical Incident Planning Group and measured against the Emergency Management Needs Assessment and compliance with Emergency Management Accreditation Program standards. This group will assist in the preparation, implementation, evaluation, and revision of the Emergency Management Program. Results and related initiatives are documented in the Department of Emergency Management's Annual Report.

# BE PREPARED.

Get a kit.



Make a plan.



Be informed.

