



Emergency Operations Plan

NIMS and ICS Compliant

June 4th, 2009

University of South Florida
Tampa, Florida

University of South Florida Emergency Operations Plan

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Foreword

June 4th, 2009

In order to preserve and advance the University of South Florida's research, teaching and public service programs, a stable and secure infrastructure of services and administration is essential. For normal day-to-day operations, the University provides these services centrally and through administrative structures in its schools, departments and operating units. However, in times of extreme emergency, wide-spread disruption and/or life-threatening crises, critical functional units of the University must work together under central coordination to protect and preserve. The highest priorities of life, safety, property, and restoration become the interim mission of the University. The University Emergency Operations Center is the key central communication function that will connect the various functional units with decision-makers and assistance. The National Incident Management System (NIMS) and the Incident Command System (ICS) will serve as the basis for emergency preparedness, response, recovery and mitigation.

Founded on the priorities and operational concepts of emergency management, the plan has been prepared primarily for the people who will use it. While it serves the University as a whole, the plan is a management guide for those with key assignments and responsibilities during emergency activations. It supports those who manage emergencies on campus and who must keep the business side of the University functional; it supports those who must restore University activities in research, academic learning and public service.

This Emergency Operations Plan is not the end of emergency planning; it is just the beginning. University and department preparedness, connections to city, county and State first responders, and practicing what to do in a mock emergency are just some of the next steps we anticipate. USF Public Safety is prepared to assist and support departments and operating units in the development and execution of emergency plans, training and exercises to meet these critical goals and activities.

Senior Vice President for Business & Finance
University of South Florida

Thankful acknowledgements to the USF Campus Safety Task Force, University of Washington and Michigan State University, for their helpful ideas and assistance.

Distribution List of Plan Holders

Department	Department
<i>Master Binder</i>	<i>USF St. Petersburg</i>
<i>Master Files</i>	<i>USF Sarasota - Manatee</i>
<i>USF Police Department</i>	<i>USF Polytechnic</i>
<i>USF EH&S</i>	<i>Security Contractor</i>
<i>USF Facilities Services</i>	<i>Parking Services</i>
<i>USF Physical Plant</i>	<i>USF University Services</i>
<i>USF Student Life</i>	
<i>USF Health</i>	
<i>Byrd Center</i>	
<i>Shriner's Hospital</i>	
<i>State EMA</i>	
<i>Hillsborough County EM</i>	
<i>City of Tampa EM</i>	
<i>USF President's Office</i>	
<i>Moffitt Center</i>	
<i>USF Transportation Services</i>	
<i>USF Communications & Marketing</i>	

Record of Revisions

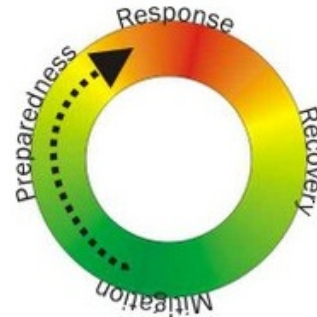
Date	Pages	Web Files	Email Distribution	Hardcopy Distribution
<p>NOTE: <i>This plan goes through continuous, ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan. The USF does not go through a formal annual plan review process, but rather makes incremental changes, modifications and adjustments to this plan as conditions change. By posting these changes on the USF Public Safety website, the most up-to-date version of this plan is instantly available to all USF and partner responders 24/7.</i></p>				
<p>The public version of this plan can be found on the USF Public Safety website.</p>				

University of South Florida Emergency Operations Plan

Introduction

Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the University can become overwhelmed. During crises, the University requires special programs to address the needs of emergency response operations and recovery management. To address such emergencies, the University of South Florida (USF) has established this All Hazards Emergency Operations Plan, which provides a guideline for the management of the immediate actions and operations required to respond to an emergency or disaster. The overall priorities of the University during a disaster are the protection of lives, live assets, valuable research processes, property, the community, and the environment. The overall objective is

to respond to emergency conditions and manage the process of restoring University academic and research programs and services. This plan represents the Campus Emergency Management Plan, which encompasses the facilities, services and the administration of the USF Tampa campus.



Hazard Analysis

The University of South Florida recognizes that the planning process must address each hazard that threatens the University. The University is vulnerable to a wide range of threats. There are three broad categories of hazards: natural, technological or man-made and national security.

The University, with its mixed use of space, rapidly growing student population, and transient and recreational population is subject to a wide variety of negative impacts from natural and technological hazards. The natural hazards and technological or man-made hazards that confront the University include

Natural Hazards

- hurricanes
- floods;
- fires;
- extreme weather/storm; and
- epidemic/ illnesses
- tornadoes
- earthquakes
- high winds
- thunderstorms

Technological/Man-made Hazards

- utility/telecommunications failure
- hazardous materials;
- major vehicle accident;
- airplane crash;
- civil disturbance; and
- terrorism.

Hazard	Likelihood of Occurrence		Severity		
	Likely	Unlikely	High	Moderate	Low
Extreme Weather	x		x		
Lightening Storm	x			x	
Hurricane		x	x		
Tornado		x	x		
Flood	x			x	
Power Failure	x			x	
Utility Failure		x		x	
Disease Outbreak		x			x
Active Shooter		x	x		
Hostage Situation		x	x		
Hazmat	x		x		
Earthquake		x	x		
Terrorist Threat		x	x		
Telecomm Failure		x		x	
Structural Collapse		x		x	
Civil Disorder		x	x		
Air Crash		x			x

Departmental Responsibilities

The University of South Florida departments' have or will have specific responsibilities and related activities/actions assigned to them for each identified hazard and threat. Each department is responsible for ensuring coordination with other departments. The University Division of Public Safety is responsible for identifying key management personnel, with alternates, and alternative facilities to conduct university operations, based on the potential hazards identified. Each department will be responsible for identifying key departmental personnel with backups and alternates for each position.

The Division of Public Safety is responsible for developing and maintaining an emergency call list, which will be used to notify the key University personnel. Each department will develop their own departmental call list, which will be used by the departments to alert their personnel.

The Division of Public Safety has overarching responsibility for coordinating the University's response to all identified hazards and threat. Departmental preparedness activities and actions are discussed in the Plan Objectives portion of this Plan.

Purpose of the Plan

This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- Save and protect the lives of students, faculty, patients, employees, and the public.
- Manage immediate communications and information regarding emergency response operations and campus safety.
- Provide essential services and operations.
- Provide and analyze information to support decision-making and action plans.
- Manage University resources effectively in the emergency response.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place at the University. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

Relationship with other USF Campuses

The direct scope of this Emergency Operations Plan is for the direct use of the USF Tampa campus.

It is also expected that each campus in the USF system will develop and maintain a complete all-hazards Emergency Operations Plan which is NIMS/ Incident Command System compliant. The Division of Public Safety, USF Tampa, will provide plan development assistance if requested. Each USF campus should provide a copy of its Emergency Operations Plan for review by the Division of Public Safety, Emergency Operations Manager, on an annual basis.

Requirements of USF Campus Plans

Plans prepared by any USF Campus shall be consistent with the guidelines established in this Emergency Operations Plan. The closing of any campus can only be authorized by the USF system President. Each Campus shall, as appropriately directed, execute that portion of their plan that may be required to assure optimum endurance and rapid recovery from the effects of an emergency. The details of each campus plan will vary depending upon local procedure, and resources. At a minimum, responsible parties shall develop and maintain procedures to accomplish the following:

- A.** Identify the individuals and alternates to whom specific responsibilities are assigned per NIMS and ICS.
 - 1. Plan Execution / Emergency Response
 - 2. Plan Maintenance – required to provide the Emergency Operations Manager, USF Tampa, with an updated Plan each year.
 - 3. Identify a Plan Emergency Management Team.
 - 4. Acquire and maintain emergency contact information for Public Safety, USF Tampa and for University Communications & Marketing (UCM), USF Tampa.
- B.** Prepare for and appropriately implement a proper communications approach, both internal and external to your campus.
 - 1. Develop procedures for emergency communications within your local campus community.
 - a. Current emergency call rosters for Team members.
 - b. Contact list for faculty and Staff.

2. Ensure prompt and accurate communication with the other USF Campuses. Communication with the other USF Campuses, particularly the main Tampa campus, is essential regarding emergency incidents and/ or especially newsworthy events.
 - a. If you experience an emergency incident, including a major crime/ assault, threat, major property damage, etc. other USF campuses need to know in a timely manner if they could be affected, or if the incident is localized to your campus.
 - b. If you encounter any particularly newsworthy event, other USF campuses need to be prepared for media inquiries regarding impact to USF overall.
 - c. Keeping these concerns in mind, you must prioritize such prompt and accurate communications.
- C. Identify all life safety threats. Be certain that all faculty and staff review and understand the safety procedures defined in the Plan.
- D. Identify important assets and how to protect them in an emergency situation.
 1. Assets include physical items of value and data information.
 2. Assign individuals to secure physical assets.
 3. Assign individuals to be responsible for vital records.
 4. Assist with building content damage assessments.
- E. As appropriate identify disaster-specific Plans to maintain and restore services that are critical to the Campus.
- F. Identify and document (contact names, location, telephone numbers, email address, etc.) subcontractors, suppliers and service providers that may be needed in an emergency situation.
- G. Identify critical reliance on other departments.
- H. Provide training for new hires as necessary.
- I. Communicate assignments to all employees.

Emergency Management Organization

The University of South Florida, Tampa Campus has three “teams” that will be involved with the preparedness, response, recovery and mitigation, before, during, and after the events of a crises. The three teams are:

1. Executive Leadership Policy Group (ELPG)

The ELPG is comprised of the President and select members of the Cabinet and the University. It is responsible for “strategic decisions” in reacting to emergency incidents to include serious civil disturbance threats, class suspensions, campus closings, communication releases, etc., in crisis situations. The ELPG will conduct emergency meetings (connecting by telephone or other electronic means with those who cannot attend in person) to determine the University strategic course of action.

The President of the University has the authority to cancel classes and/ or close the university. The following authority may not be further delegated: Provost or Vice Provost in the Provost’s absence has the authority to cancel classes on the Tampa Campus; in the absence of the CEO, also has the authority to cancel classes on that regional campus, with appropriate notification to the Provost or President. The Senior Vice President for Business & Finance has the authority to close all or a portion of the University, including cancelling classes.

Regarding Emergency Management Operations, the primary responsibility and authority are assigned to the Senior Vice President for Business and Finance, and through that office the Associate Vice President for Administrative Services, the Assistant Vice President for Public Safety, and the Emergency Operations Manager.

Regarding Emergency Management Operations specifically, the line of succession for executive responsibility and authority is:

1. President / Chief of Staff
2. SVP for Business and Finance
 - Associate VP for Administrative Services
 - Assistant VP for Public Safety/ Emergency Operations Manager
3. Provost
4. VP for University Communications and Marketing
5. VP for Student Affairs

6. University Information & Technology

7. General Counsel

During a significant incident or emergency, where the Emergency Operations Center is activated and staffed, the Incident Command System will be implemented, according to National Incident Management System guidelines.

The following page lists primary Incident Command System assignments and responsibilities. The Incident Commander is charged with the authority and responsibility of ICS operations, and will communicate with pertinent Executive Group officials. The decision to actually close any USF campus resides solely with the President. During a significant incident, members of the Executive Group may choose to re-locate to the EOC to interact with the Incident Commander and his/her operations.

NOTE: *For a civil disturbance situation only*, the Chief of the University Police Department or, in the Chief's absence, the senior on-call police supervisor, is hereby delegated the authority to take all necessary and appropriate actions on behalf of the President:

(1) When neither the President nor any of the University officers listed above can be contacted within a reasonable period of time, given the immediacy and other circumstances of the threatened or actual civil disorder.

(2) When an actual civil disorder is in progress and immediate action is necessary to protect persons or property from further injury or damage.

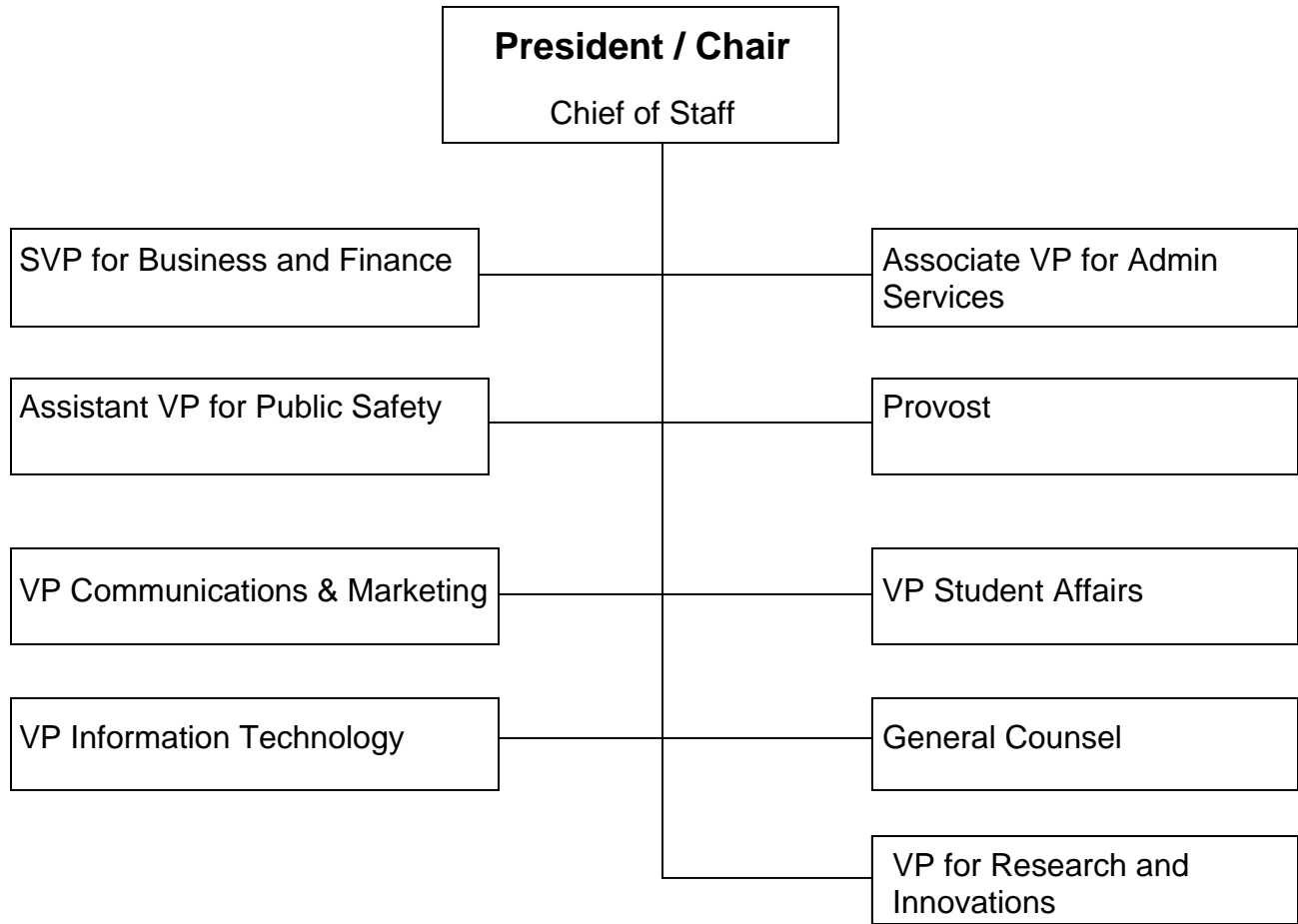
2. Emergency Management Team (EMT)

The EMT is comprised of key staff members from university departments critical to the response and recovery of the University during times of emergency or disaster. The members are trained in ICS, the duties of the Emergency Operations Center (EOC) and will conduct their specific assignments from the EOC. EMT members will report to the EOC when it is opened for a response to an incident.

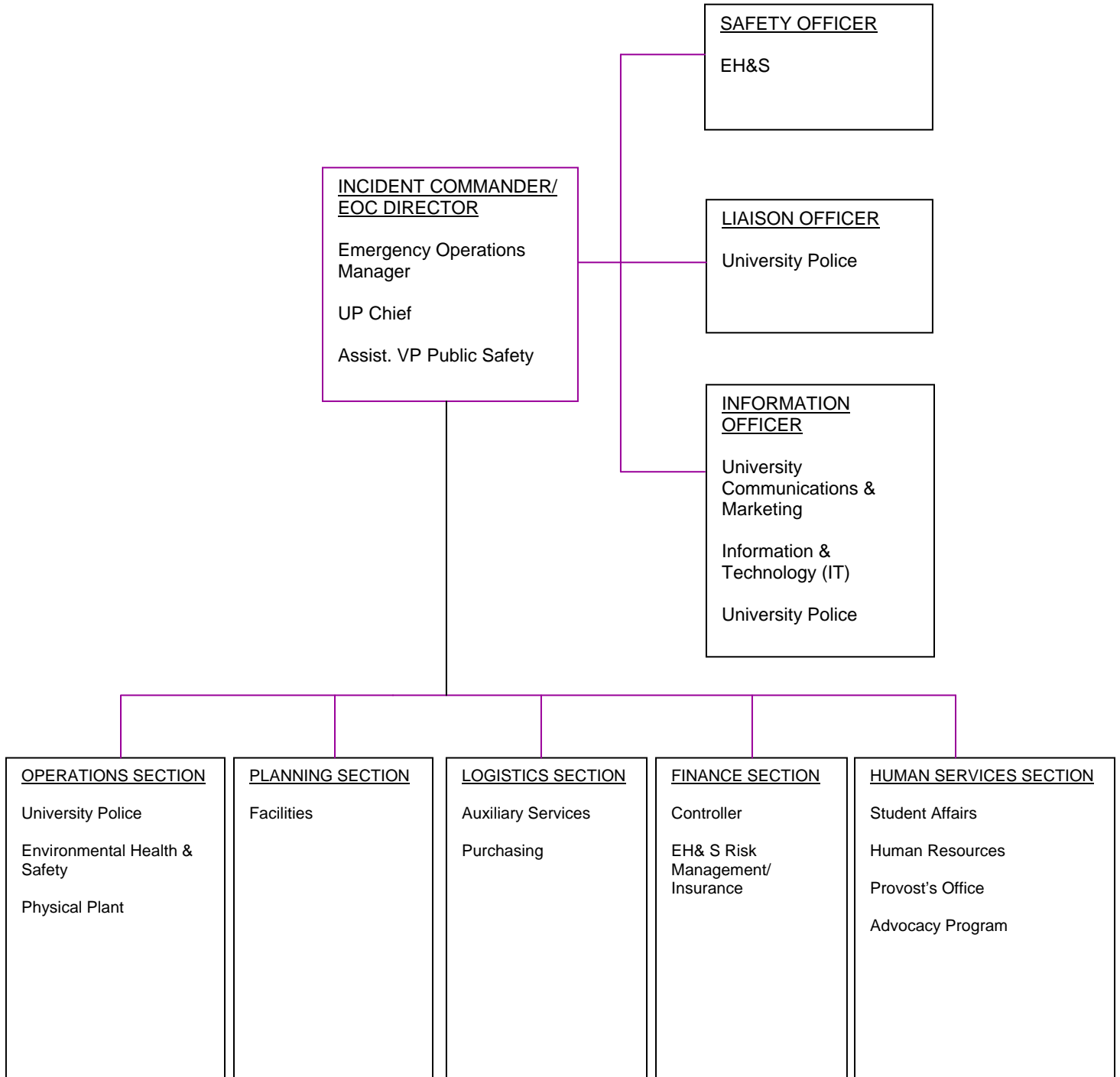
3. Campus Safety & Emergency Preparedness Committee

The University of South Florida has instituted a Campus Safety & Emergency Preparedness Committee, which is made up of the EMT and other key staff members from departments throughout the university to provide guidance and direction on the plan and its ongoing development. In addition, the committee will meet to discuss and develop other public safety initiatives to further the preparedness of the University of South Florida.

Executive Leadership Policy Group



University of South Florida Incident Command Structure Emergency Management Team (EMT)



Campus Safety & Emergency Preparedness Committee Membership

NAME	DEPARTMENT
Frank Wassenberg	Parking Enforcement
Michael Stephens	Human Resources
Christopher Aiken	A & P Council
Diego Vasquez	Office of Research
Nancy Newton	Advocacy Program
Joe Anderson	University Police
Raquel Peverini	Disabilities
Jeff Mack	Auxiliary Services
Dorie Paine	Residence Services
John Fields	Building Services
Alan Kent	Student Affairs
Juan Soltero	Student Government
Eric Hunter	Campus Recreation
Dale Hicks	Counseling Center
Steven Porter	Hillsborough County EMA
George Ellis	IT Networks and Security
Joe Eagan	Facilities
Robin Ersing	School of Social Work
Greg Gard	Space Management
Karla Willman	University Communications
Wayne Westhoff	Center for Disaster Management
Ken Short	CUTR
Stan Douglas	USF Health
Guy Conway	Campus Ministries
Scott Glazer	Sun Dome
Tom Cisco	Public Safety
Siva Prakash	Physical Plant
Sandy Cooper	Environmental Health
Steve Walz	University Athletics
Steve Raney	Moffitt Center
Sheryl Chewning	Shriner's Hospital
Nick Trivunovich	Controller's Office
Stephen Poff	University Student Health
Tom DiBella	Purchasing
Kevin Byrne	Security
Kofi Glover	Office of Provost
Steven Prevaux/ Alt.	General Counsel
Alice Murray	USF Polytechnic
Ben Ellinor	USF Sarasota
Ashok Dhingra	USF St. Petersburg
Bruce Benson	AVP for Public Safety

Plan Usage

This plan is established as a supplement to the University's administrative policies and procedures. Under activation and implementation, it serves as an emergency manual setting forth the authority to direct operations, direct staff assignments, procure and allocate resources, and take measures to restore normal services and operations.

Users are to follow and complete pertinent portions of the checklists contained in this document during emergency response (and training activations and exercises). The forms are then retained on file as official records of the emergency response. Users are also encouraged to supplement this manual with additional individual materials and information required for emergency response and recovery.

This plan is designed to be updated after each activation or exercise. A debriefing session will be conducted to identify "lessons learned" and areas of improvement to the University's emergency plans and processes. The procedural checklists and forms are to be reviewed and revised each time they are reprinted for electronic update and distribution.

Emergency Plan Concept of Operations

This plan provides the organized management system for the USF Campus to follow during emergencies. It is designed as a flexible system in which the plan may be activated in part or in whole, as appropriate to the situation. It is based on a worst-case scenario and provides for the critical functions and roles of the University during a response.

The USF's Emergency Operations Plan is considered a management tool, in that it provides an overall organization and general procedures for the management of information, activities, and operations during an emergency. The planning is based on the Incident Command System (ICS), the management structure adopted throughout the United States and internationally, and various US Department of Homeland Security Presidential Decision Directives and National Incident Management System (NIMS) guidance. This approach to emergency management is based on a five-section structure and the sections contain functional positions for each critical operation of the University during an emergency. It provides for a smooth transition to restoration of normal services and the implementation of programs for recovery.

The benefits of the ICS process are:

1. History
 - a. Thirty-year history of successful implementation for emergency response management in the field.
 - b. Ten-year history as the International (Global) Standard for Emergency Management organization.
2. Proven Best Practices in Emergency Management
 - a. Flexibility in application – allows for scale-up, scale-down and transition.
 - b. Team-based, bundled and linked processes and cross-functional efficiency within the organization.
 - c. Easy-to-understand for the users.
 - d. Action oriented – focuses on results and output.
 - e. Starts and stops – designed for rapid deployment and smooth de-activation.
 - f. Increase accountability by unity of command, span of control and division of labor.
 - g. Wide application to unique settings.
3. Aligned with Adjacent and Contiguous Agencies
 - a. Standardized functions.
 - b. Standardized processes.
 - c. Follow State of Florida guidelines.

Plan Activation/ Primary Goals

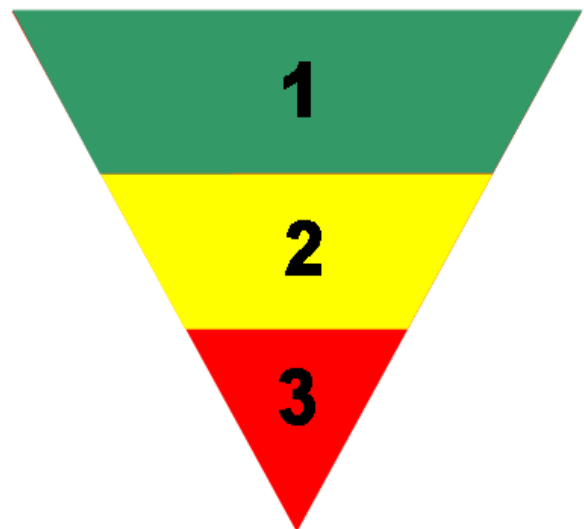
This plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required. USF's immediate goals are to:

1. Save and protect lives.
2. Secure critical infrastructure and facilities.
3. Coordinate communications.
4. Prevent damage to the environment, systems and property.
5. Provide essential services.
6. Temporarily assign University staff to perform emergency work.
7. Invoke emergency authorization to procure and allocate resources.
8. Activate and staff the Emergency Operations Center (EOC).
9. Return University to normal operating status as soon as possible.

Emergency Activation Levels

Emergency conditions vary with each incident and activation. As a guide, three levels of emergency are specified, as follows:

1. **Level 1** – an emergency incident in which normal USF emergency response services can handle. While there may be some damage and/or interruption, the conditions are localized and the EOC activation is not needed. The USF EOC operates, by default, under Level 1, unless it is upgraded to Levels 2 or 3. This is considered the “stand-by” mode.
2. **Level 2** – emergency incident is severe and causes damage and/or interruption to USF operations. A partial or full activation of the USF EOC is needed. USF may be the only affected entity.
3. **Level 3** – disaster conditions in which USF must activate the full EOC in order to address immediate emergency response. Emergency conditions are wide spread and USF must be self-sufficient for a period of hours to



several days. USF may request mutual assistance from the City of Tampa, Hillsborough County, other State agencies or request federal assistance via the State of Florida EOC.

Generally, the EOC is activated under Levels 2 and 3 during emergencies.

Planning Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions.

For the University, as for all organizations in hurricane regions, the worst-case conditions are represented by the hurricane hazard. Using the Hurricane study of January 2002, the planning assumptions incorporated into this plan include:

- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones and information systems.
- Regional and local services may not be available.
- Major roads, overpasses, bridges and local streets may be damaged.
- Buildings and structures, including homes, may be damaged.
- Damage and flying debris may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the University – conditions may be unsafe to travel off campus.
- The University will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, from the Campus EOC while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations at the Campus EOC. The inter/ intranets may be down

Plan Objectives

The objectives of this plan include:

1. Organization

- a. Provide clear checklist-based guidelines for the most critical functions and liaisons during an emergency response.
- b. Organize and format this plan into an easy-to-follow format in which users can quickly determine their role, responsibility and primary tasks.
- c. Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response.

2. Communications and Information Management

- a. Serve as the central point of communications both for receipt and transmission of urgent information and messages.
- b. Serve as the official point of contact for the University during emergencies when normal channels are interrupted.
- c. Provide 24-hour full service communication services for voice, data and operational systems.
- d. Collect and collate all disaster information for notification, public information, documentation and post-incident analysis.
- e. Provide a basis for training staff and organizations in emergency response management.

3. Decision-Making

- a. Determine through a clear decision-making process, the level of response and extent of emergency control and coordination that should be activated when incidents occur.

4. Response Operations

- a. Utilize efficiently, the resources at the USF campus to implement a comprehensive and efficient emergency management response team.
- b. Continuously be prepared with a pro-active emergency response management action plan, for the possibilities and eventualities of emerging incidents.
- c. Integrate into a Unified Command Structure upon arrival of external resources.

5. Recovery Operations

- a. Transition response operations over to normal management processes, as applicable.
- b. Support business resumption plans and processes, as needed, during restoration phases.
- c. Provide documentation and information support to FEMA disaster assistance program application.

The University's response to disasters is based on four phases:

- increased readiness;
- initial response operations;
- extended response operations; and
- recovery operations.

During each phase, specific actions are taken to reduce and/or eliminate the threat of specific disaster situations. In coordination with the Vice-President for Business & Finance and Incident Commanders, the Division of Public Safety will determine the phase and initiate the appropriate level of alert for response agencies, including the activation of the Emergency Operations Center as required.

Increased Readiness

Triggers for readiness activities:

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon, the University will initiate actions to increase its readiness. Events that may trigger increased readiness activities include:

- issuance of a credible long-term tornado prediction;
- receipt of a flood advisory or other special weather statement;
- receipt of a potential hurricane;
- conditions conducive to fires, such as the combination of high heat, strong winds, and low humidity;
- an expansive hazardous materials incident; and
- information or circumstances indicating the potential for acts of violence or civil disturbance.

Examples of readiness activities:

Increased readiness activities may include, but are not limited to, the following activities:

- briefing of President and key officials or employees of the University on the situation;
- reviewing and updating of Emergency Operations Plan and related SOP's;
- increasing public information efforts;

- accelerating training efforts;
- inspecting critical facilities and equipment, including testing warning and communications systems;
- recruiting additional staff and alerting contractors;
- warning threatened elements of the population;
- conducting precautionary evacuations in the potentially impacted area(s);
- mobilizing personnel and pre-positioning resources and equipment;
and;
- establishing or activating staging areas.

Initial Response

The University's initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency or disaster. Field responders will use the Incident Command System to organize a response to the emergency or disaster, incorporating the functions, principles and components of ICS (i.e., unified command, action planning, span of control, hierarchy of command, etc.).

Examples of initial response activities include:

- making all necessary notifications, including the Operational Area;
- dissemination of warnings, emergency public information, and instructions to the University;
- conducting evacuations and/or rescue operations;
- caring for displaced persons and treating the injured;
- conducting initial damage assessments and surveys;
- assessing need for mutual aid assistance;
- restricting movement of traffic/people and unnecessary access to affected areas;
- establishing Unified Commands;
- coordinating with state and federal agencies working in the field; and
- developing and implementing Incident Action Plans.

Extended Response

The University's extended response activities are conducted in the field and in the University's emergency operations center (EOC). Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Field response personnel will continue to use the Incident Command System (ICS) to manage field operations. EOC staff will support field response personnel in mitigating the affects of the disaster.

EOC staff will be organized around six emergency management functions: Management, Operations, Planning/Intelligence, Logistics, Human Services, and Finance/Administration. The components and principles of ICS will be used by the EOC staff to manage disaster operations.

Recovery

As the immediate threat to life, property, and the environment subsides, the rebuilding of the University will begin through various recovery activities.

Recovery activities involve the restoration of services to the public and rebuilding the affected area(s). Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing the University.

This plan does not specifically identify the University of South Florida's recovery operations. However, the following are examples of recovery activities:

- restoring of all utilities;
- establishing and staffing Local Assistance Centers and Disaster Assistance Centers;
- applying for state and federal assistance programs;
- conducting hazard mitigation analyses;
- identifying residual hazards; and
- determining and recovering costs associated with response and recovery.

Recovery planning should be continual part of each department's readiness activities. USF departments should have in place a department specific recovery plan.

Mutual Aid

“Mutual Aid System” means the system which allows for the progressive mobilization of resources to/ from emergency response agencies, local governments, operational areas, regions, and the State with the intent of providing adequate resources to requesting agencies.

Within the framework of the State of Florida Mutual Aid Agreement, EOC staff will coordinate mutual aid from the University of South Florida’s Operational Area EOC, such as fire and rescue, law, medical, and public works. Mutual aid requests for these disciplines will be coordinated through the EOC.

Once the University’s EOC is activated, communications will be established between the EOC and the on-scene responders. All other requests for assistance will flow through the appropriate Operational Area ICS function. The jurisdiction(s)/ departments requesting mutual aid will remain in charge and retain overall direction of personnel and equipment provided through mutual aid.

Examples of extended response activities include:

- preparing detailed damage assessments;
- operating mass care facilities;
- conducting coroner operations;
- procuring requirement resources to sustain operations;
- documenting situation status;
- protecting, controlling, and allocating vital resources;
- restoring vital utility services;
- tracking resource allocation;
- conducting advance planning activities;
- documenting expenditures;
- developing and implementing Action Plans for extended operations;
- dissemination of emergency public information;
- declaring a local emergency;
- prioritizing resource allocation; and
- inter/multi-agency coordination.

Pre/ Post-Incident or Event Training

The Assistant Vice President for Public Safety will schedule an After Action Review (AAR) after a major incident or event. The AAR meeting will be scheduled as soon as possible after the incident or event and include all appropriate participants. The AAR meeting will focus on any lessons learned and will be followed up by a written report. If appropriate, an improvement plan will be included in the written report.

Exercises

Exercises and drills are a vital part of USF's EOP. The Emergency Operations Manager will conduct table top exercises and full scale drills annually. The exercises will be offered to departments and senior leadership, as requested. Additionally, local response agencies will be included in the exercises as available/interested.

Training

All University departments should ensure their employees are trained on the EOP. This awareness training can be accomplished in training sessions, staff meetings, computer based training, or through any other program deemed appropriate by the department head. The Emergency Operations Manager will assist as needed.

National Incident Management System (NIMS) Compliance Training

Introduction

NIMS is the first-ever standardized approach to incident management and response. It establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. NIMS also integrates effective practices in emergency response into a comprehensive national framework for incident management. Additionally, it enables responders at all levels to work together more effectively and efficiently to manage domestic incidents no matter what the cause, size or complexity, including catastrophic acts of terrorism and disasters. Federal agencies are required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities. It is critical NIMS baseline training becomes an integral part of the organization's training program.

Background

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

“This system will provide a consistent nationwide approach for Federal, State, and local governments 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, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.”

The Presidential Directive requires all Federal departments and agencies to adopt the NIMS within their departments and agencies. Additionally, all Federal departments and agencies must use the NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities to include actions taken in support of the state and local entities.

College and University Requirements

On August 30, 2006, the NIMS Integration Center, established by the Secretary of Homeland Security to provide oversight of NIMS requirements, issued an interpretation to the University of Texas at Dallas establishing the following NIMS training requirements:

“Colleges and universities are not traditional first response organizations; however they are important components of the communities in which they are located. The NIMS Integration Center highly recommends NIMS compliance at the community level, including NIMS and ICS training, exercises and evaluation. All educational institutions should be involved in a community's emergency planning process. And those persons with emergency responsibilities at the university should work with the community's emergency response community and be knowledgeable about NIMS and ICS. However, universities and colleges that do receive federal preparedness grants and do have law enforcement/police components; must train those personnel that would play a direct role in an emergency response with other emergency services organizations in NIMS. It would be useful for all staff and teachers likely to be involved in emergency activities should the need arise, to take the IS-700 NIMS introductory course, including those districts that do not receive preparedness funding at this time.”

According to the NIMS Integration Center, the required training for personnel is based on an individual's level of responsibility during an emergency response scenario. Listed below are the training requirements per level of responsibility:

Optional Training: Awareness Training (Level 0)

- FEMA IS-700: NIMS, An Introduction

- Awareness training will be given to selected personnel based on their possible involvement with emergency operations.

Required Training: *Entry Level (Level 1)*

- FEMA IS-700: NIMS, An Introduction
- ICS-100: Introduction to ICS or equivalent
- Entry level first responders and disaster workers to include emergency medical service personnel, firefighters, hospital staff, law enforcement personnel, public health personnel, public works/utility personnel, skilled support personnel, other emergency management response, support, volunteer personnel at all levels
 - For Universities: all law enforcement officers, emergency medical technicians, paramedics, emergency management team members, and other first responders; consider public works employees, skilled technical assistants, support personnel and volunteers as needed.

Required Training: *First Line, Single Resource, Field Supervisors (Level 2)*

- FEMA IS-700: NIMS, An Introduction
- ICS-100: Introduction to ICS or equivalent
- ICS-200: Basic ICS or equivalent
- First line supervisors, single resource leaders, field supervisors, other emergency management/response personnel that require a higher level of ICS/NIMS training.
 - For Universities: all law enforcement officers, emergency medical technicians, paramedics, emergency management team members, and other first responders; consider public works employees, skilled technical assistants, support personnel and volunteers (as needed) that require a higher level of ICS/NIMS training.

Required Training: *Middle Management (Level 3)*

- FEMA IS-700: NIMS, An Introduction
- FEMA IS-800: National Response Plan, An Introduction
- ICS-100: Introduction to ICS or equivalent
- ICS-200: Basic ICS or equivalent
- ICS-300: Intermediate ICS or equivalent (FY07 Requirement)
- Strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, emergency operations center and multi-agency coordination system staff.

- For Universities: All law enforcement leadership and EOC staff; consider directors, supervisors, managers, and team leaders with designated roles /responsibilities during an emergency.

Required Training: *Command and General Staff (Level 4)*

- FEMA IS-700: NIMS, An Introduction
- FEMA IS-800: National Response Plan, An Introduction
- ICS-100: Introduction to ICS or equivalent
- ICS-200: Basic ICS or equivalent
- ICS-300: Intermediate ICS or equivalent (FY07 Requirement)
- ICS-400: Advanced ICS or equivalent (FY08 Requirement)

- Select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, emergency operations center and multi-agency coordination system managers.
 - For Universities: All law enforcement senior leadership and EOC managers; consider administrators, public information officers, interagency liaisons, and select department heads with multi-agency coordination responsibilities.

Critical Incident and Emergency Communications

Introduction

Crises can happen anywhere, at any time, and often occur when they are least expected. When a crisis does occur, events usually unfold rapidly, leaving little time for planning. That is why advance preparation is essential.

Some crises can be predicted and prevented, and those that cannot be avoided can be minimized if handled properly. Aside from tangible damage, a crisis can also destroy an institution's reputation. The longer a crisis goes on, the more damage it can do to public support, employee and student morale, enrollment and fund raising. Therefore, it is necessary to handle crises in a swift and organized manner.

This plan deals specifically with crisis communication, and coincides with the university's various safety and emergency plans.

The President, Senior Vice President for Business & Finance or Vice President for Communications & Marketing will activate this plan, if necessary, but the entire university community should be aware of the plan and of the roles they play in executing it. If any member of the USF community believes a crisis is pending or is under way, he/she should report it immediately to the Division of Public Safety or the USF Police.

The university will follow these guidelines to respond quickly to handle any crisis or emergency, as well as to inform its publics about the crisis.

The following forms of media will be used to alert the USF Community:

- Siren/ Loudspeaker System
- MoBull Text Messaging
- Email
- USF Web Page
- Digital Screens
- E Dean TV Monitors
- USF TV/ Radio
- Phone

This crisis communication plan will offer some possible crisis scenarios and suggestions for handling those scenarios, but will also provide general guidelines for reacting to a crisis. A good crisis communication plan outlines what must be done in times of crisis, but must also be flexible enough to adapt to specific situations as they unfold. The plan must also be periodically tested and evaluated to ensure its effectiveness.

Anticipating a Crisis

Anticipation is the key. University officials should periodically assess crisis risks and know what possible crises are looming. They should anticipate worst-case scenarios of all possible crises, and be prepared for how the media and the public will react to news of a crisis.

Preparing for a Crisis

It is important to set up the framework of the crisis communication plan in advance. Some steps that should be taken in advance are:

- **Establish a crisis communication team**
The team should consist of specific university officials who understand what their duties will be if a crisis occurs. The team should meet at least annually to ensure that all players are aware of their responsibilities.
- **Have handy all phone and cell numbers and e-mail addresses for key officials**
If a crisis occurs after hours, crisis communication team members and other important university officials will need to be reached at home or at other locations. These numbers should be compiled BEFORE a crisis strikes, and should be continuously updated.
- **Have local and statewide emergency numbers available**
Often, a crisis that affects USF will also affect Tampa and surrounding areas. It is important for the university to maintain contact with city, state and selected federal officials.
- **List possible locations for command/media center**
Consider where the crisis communication team will meet if a crisis strikes. If media are on campus covering the crisis, the university may wish to offer reporters a work space or a place where they can attend press briefings or receive updates. Obtain letters of permission/access from those who oversee those rooms so that the crisis team can be assured of quick access to those facilities when a crisis strikes.
- **Prepare a Standby Statement**
The format of a statement can be drawn up and approved in advance. Accurate details can be inserted at the time of the event. This will save time during an actual crisis.
- **Compile a Crisis Kit**
The crisis kit should contain all of the above items and lists, along with a campus directory, a Tampa phone book, media lists and phone numbers, several legal pads, pens, campus maps, city and state maps, press badges, a list of media addresses, USF letterhead on CD for press releases, and possibly two-way radios and a laptop computer for writing press releases and updating the USF Web site from off-campus.

- **Prepare checklists for the university community**
Students and faculty from out-of-state may not be familiar with some of the usual crises that occur in Florida. It would be helpful to provide them with preparation checklists. A hurricane preparedness checklist and an evacuation plan are two such items that could assist the USF community during a crisis.
- **Communicate this plan in advance**
This plan should be communicated to the media and to the university community before a crisis strikes. If the media and the university's stakeholders know it exists, and how/where to refer to it, they will know what to expect from the university when a crisis occurs. This will allow the crisis communication process to move more smoothly.
- **Establish a "Code Word"**
It may be necessary to establish a specific "code word" with the media that could be used to identify official university personnel in case the university needs to be closed. A pre-arranged code word would enable the media to know that a phone call or press release about the university closing is legitimate. This helps protect against false calls to the media.
- **Consider Long-Term Plans for Displaced Students**
If the crisis leaves students displaced (fire, flood, hurricane, etc.), the university will need a long-term plan for housing them. Will they go to a hotel? Can they be sheltered somewhere on campus?
- **Consider Non-resident Students**
Some students who do not have cars, and those who are from other states and countries, may not be able to evacuate campus in an emergency. The university must provide shelter for these students or offer them guidance on where to go and how to get there. Can the students be sheltered on campus? In a hotel? Flown home?
- **Identify On-Campus Shelters**
Depending upon the nature of the crisis, Pizzo Elementary School will be designated as a shelter. The Sun Dome is designated as a community Special Needs Shelter and The Shriner's Hospital is designated as a children's Special Needs Shelter.
- **Contact Offices Of Telecommunications And Facility Services, At Least Annually**
Stay in touch with these offices to ensure that university officials know of all possible backup methods of communication and the locations of all generators in case the power goes out.

Identifying a Crisis

Different types of crises call for different responses. It is important to identify a crisis while it is still in its early stages. Some may be minor; others severe. The university's response will depend upon the circumstances.

Types of crises:

- **Sudden—An immediate, unforeseen crisis, with either**
 - a. Massive Lives at Risk/Lost, (examples: hurricane, large fire, flood, riot, chemical spill,) or
 - b. Individual Lives at Risk/Lost (examples: car accident, murder, small fire, meningitis outbreak)

This type of crisis occurs unexpectedly and requires immediate action. If lives are at risk, the first action will be to move swiftly to save lives and prevent injury.

- **Smoldering—An ongoing, festering crisis that begins small and grows larger as more information becomes known.**

This type of crisis can drag out and result in bad press for weeks, months or even years. These crises should be resolved as quickly as possible.

Officials should try to anticipate future developments and mitigate them.

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Bizarre—An unusual, unexpected crisis that does not fit into the above categories. An issue that isn't really a campus crisis, but certainly affected the USF community in terms of personal safety and negative media attention.)

* Some crises may fit into more than one category.

Handling a Crisis

When crisis strikes, it is essential that the university take immediate action. The key to success is to obtain the information, confirm its accuracy, disseminate the information as quickly as possible and prepare to address the situation as it unfolds. The following steps should be taken as soon as the crisis is identified:

Action:

- **Gather the facts**

If a crisis occurs, university officials must immediately gather all available facts. Having accurate information will enable USF officials to respond to the crisis properly.
- **Convene the crisis communication team**

The core team members should immediately convene and decide the first course of action. Since this must be done swiftly, the core members should take the lead, and then bring in the rest of the team if the crisis warrants such action.
- **Activate all relevant campus safety plans**

The crisis communication team members should make sure that all applicable safety plans and safety measures are carried out immediately. Every second counts during a crisis.

- **Take immediate action to ensure the safety of students, faculty, staff and nearby residents**
If the safety of the USF community is at risk, immediate action will be taken. This action should be the first decision by the crisis communication team. The activation of campus safety plans should also help ensure the safety of the USF community.
- **Develop a plan to assist those who have been affected**
What can USF do to help those individuals/groups? Grief counseling, mental health services, support groups, memorial services, safety seminars, posters and brochures that offer safety tips, hotline numbers that provide information to family members, etc. These will depend on the nature of the crisis.
- **Designate a command center and/or media center**
Based on the type of crisis and the university's particular needs, designate a command center and/or media center.
- **Prepare a statement and background information**
Tailor the standby statement to the events that are unfolding, and prepare background information for the media. In all documents, stick to the facts and don't speculate.
- **Meet with city, state officials, if necessary**
If the crisis is citywide or statewide, USF officials will be in contact with city and state officials. USF officials and USF Emergency Operation Center personnel will meet with other state officials to compare information and represent USF in the decision-making process.

Communication:

- **Identify key audiences**
Determine which of the university's stakeholders need to be informed of the situation, and in what order:
 1. students, faculty, staff
 2. Board of Supervisors
 3. the media
 4. parents
 5. general public
 6. alumni
- **Designate a university spokesperson(s)**
It is best to designate only one spokesperson so the university is providing a unified, consistent message to the public. The President, Senior Vice President for Business & Finance or the Vice President for Communications & Marketing are likely spokespersons. The spokesperson must be kept informed of the latest developments, so it is essential that emergency personnel, police, state officials, campus administrators, etc., keep the spokesperson updated.

- **Provide guidance to the public**
If the crisis involves a health risk, university officials should research the risk and offer guidance to the public about symptoms, treatments, and to contact physicians. If the crisis involves a possible evacuation, university officials should inform the public about areas to be evacuated and time lines for the evacuations. The university should also direct the public on where to go for more information—radio, TV, Web sites, message boards, text messages, email etc.
- **Activate the crisis hotline number**
The university has a crisis hotline number that can be updated to include a specific message or to take calls from concerned parents and students. The number is 1-800-992-4231. This number is active and will be updated as the events of the crisis change. In particular, if students are involved in a crisis, their parents will need a number to call to find out if their children are in danger, need to be evacuated, etc.
- **Develop messages**
University officials should develop a few clear, simple messages for its stakeholders and the media. These messages should be delivered repeatedly and clearly and by one voice. The messages should demonstrate concern about what is happening and for the people involved, and should explain what the university is doing to solve the problem.
- **Anticipate the tough questions**
The crisis team should make a list of all possible tough questions that the media or the public might ask. By composing responses to these questions, the spokesperson can be better prepared for interviews and press briefings.
- **Communicate the message and the facts**
The facts of the crisis, an official statement and the key message(s) should be communicated to the university's stakeholders. For internal audiences, use broadcast e-mail, text messaging, the USF homepage and/or Public Safety Web site, the telephone emergency hotline and campus media, TV and radio. Always make sure internal audiences are the first to be informed. For external audiences, use the media by holding press briefings or issuing official statements. The first press briefing or statement should come out within five hours of the event or crisis.
- **Identify which mediums are available to communicate your message**
The time of day, day of the week, whether it's a holiday and whether or not there is a power outage will help determine which methods of communication can be used to communicate the message.
- **Control the message**
The university should stick to the facts and to its main messages, thus controlling what information is disseminated. This information should be completely truthful and forthcoming. All "bad" news should be told up-front and all at once; otherwise, it will trickle out slowly and the negative media coverage will continue day after day.

- **Control the flow of information**
University Communications & Marketing should control the flow of information by holding a series of press briefings for the media—weekly, daily, or hourly, depending upon the nature of the crisis. This enables the university to operate in a proactive manner, while providing the media with a timetable for when they can expect an update.
- All Communications & Marketing employees who work with the media should be briefed on the situation and informed as to what details they can release. Other university employees who answer phones should be informed of where/how to direct media calls. Typically, all media calls should go to the spokesperson or to Communications & Marketing.
- **Keep track of media calls, requests**
The spokesperson should keep a list of all the reporters to whom he/she talks. This will enable the university to look for news clippings and to later evaluate how the crisis was handled.
- **Respond to the media quickly and fairly**
The media provides a way for the university to get its message to the public. The media will also shape public opinion about how the university is responding to the crisis. Therefore, it is important to cooperate with the media, to be sensitive to media deadlines and to provide all reporters with the same information—no exclusive stories.
- **Dispel the rumors**
During times of crisis, rumors run rampant. If false rumors become prevalent, the spokesperson will need to dispel them publicly. When discussing students who have been affected by a crisis, check to make sure they don't have holds on their personal information. These holds may mean we cannot release their personal information, and in some cases, mean we cannot even acknowledge that they are USF students. Also, do not release the names of anyone who is injured or killed until their parents/families have been notified.
- Issue joint press releases with city and state officials, if necessary. When the crisis is citywide or statewide, stay in contact with city and state officials. Establish a Joint Information Center if needed and possibly issue joint or complementary press releases with those officials.

Factors to Consider

- **Set good policy**
Setting good university policy is the best way to avoid a crisis and to avoid criticism. No amount of good public relations can make up for bad policy.
- **Do the right thing**
Being ethical and doing what's right for those involved in a crisis will automatically lead to good public relations. USF Communications & Marketing cannot (and should not) hide things or lie about things.
- **Choose words and phrases carefully**
Don't unnecessarily panic constituents by being overly dramatic. If possible, use language that will ease the public's concern while still being truthful.

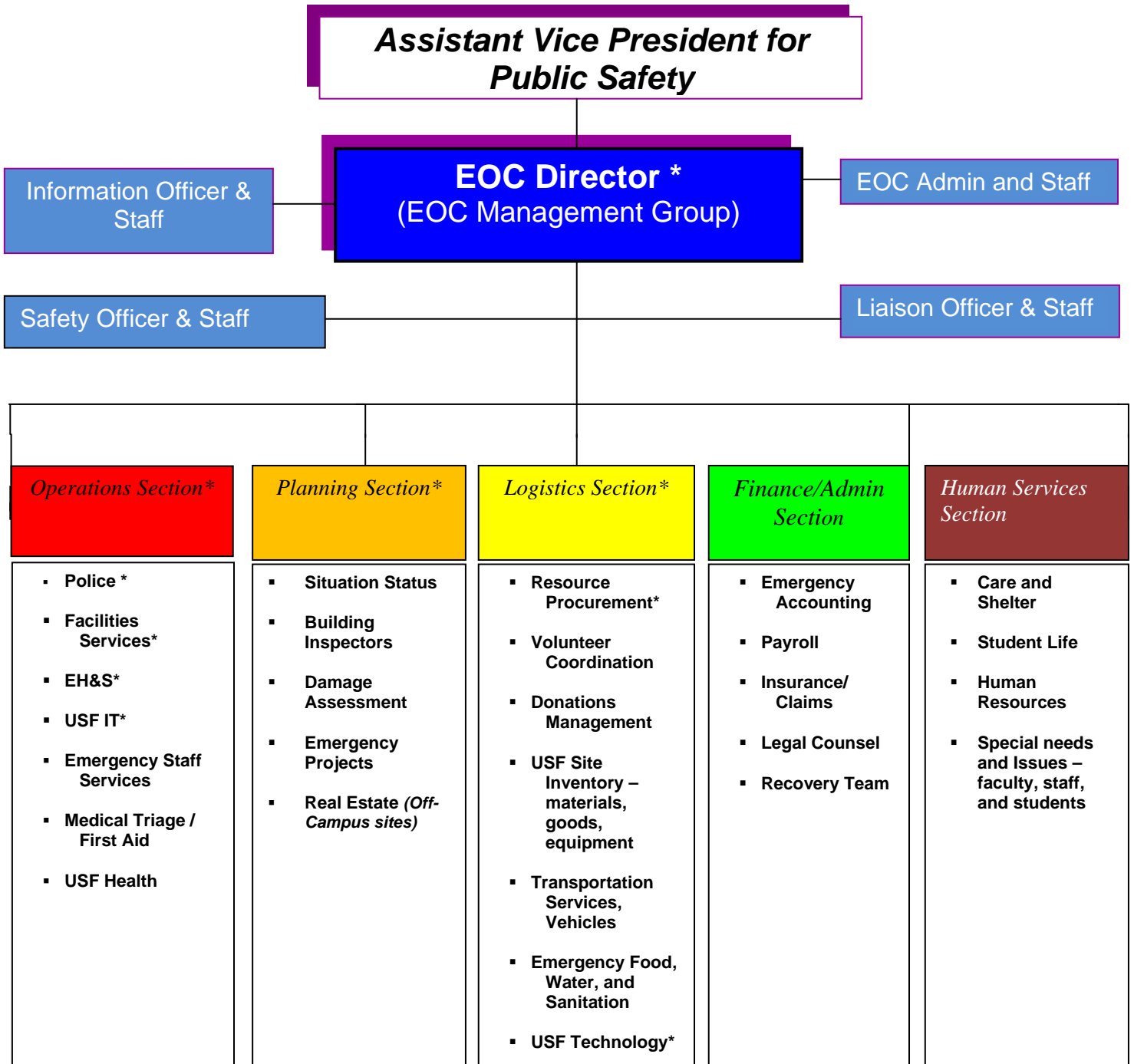
- **Court of law vs. court of public opinion**
University attorneys and USF Communications & Marketing should work together to make sure as much information as possible can be released without jeopardizing any possible investigations or forthcoming litigation.
- **Victim, villain or hero**
Anyone involved in a crisis can be portrayed by the media as a victim, a villain or a hero. The university can become a hero if it acts responsibly and takes the proper action. Doing "the right thing" is the best public relations strategy. Good public relations cannot help bad policy or poor decision-making.
- **Federal Aid**
In some cases, particularly if the area has been declared a "disaster area," the university may be able to obtain federal aid. Agencies such as FEMA provide funds to help shelter displaced persons and to repair and rebuild homes and schools, and groups like the American Red Cross provide food and blankets to those who have been evacuated or displaced. These groups can be consulted for more information.

Evaluate

Experience is the best teacher. After the crisis is over, it is beneficial to evaluate how the university handled it. Knowing what was done well and what could have been done better will only help refine the crisis communication plan and make it more effective in the future.

- **View/read media coverage**
The best way to evaluate the university's dealings with the media is to watch and read the media coverage of the crisis. Seeing how each of the university's actions was covered by the press can help form future media strategies.
- **Debrief**
The crisis communication team should convene after the crisis ends to evaluate every action taken and the crisis communication plan itself. It is important to learn from successes and from mistakes.
- **Test the plan**
To ensure that the plan works and is kept up-to-date, it should be tested and evaluated annually.

University of South Florida Emergency Operations Center Functions/Units



USF EOC Management Function Purpose and Responsibilities

Function or Group	Purpose/Responsibilities
Senior Vice President for Business and Finance	Provide executive leadership to the University during emergencies in which the academic and research programs are interrupted, or normal business cannot be conducted. Provides direction and coordination with the President / Cabinet and the EOC Management Group/EOC Director. Maintain contact with the EOC.
EOC Director	With the advice of the EOC Section Chiefs, provide overall strategy for the EOC. Reviews and approves overall priorities and action strategies for the emergency response. Works with and supports the Communications and Marketing Team in the development and delivery of messages. Coordinates and communicates as necessary with the SVP for Business and Finance and other University groups regarding the USF Campus EOC operations. Oversees response and recovery operations. Activates the EOC, develops and leads the EOC Action Plan, and deactivates as conditions return to normal. Has the delegated authority to act in the best interest of the University and the goals of emergency response and recovery, on behalf of the Executive Command Group during immediate response operations. This position is always activated, when EOC is Activated.
Information Officer & Support Staff	Manage all official communication from the University, including internal messages to Faculty, Staff, Students, Employees, etc.; media; external communication other than operational coordination. This position is always activated. Provide primary source of updated and confirmed information to the off-site Crisis Communications Team (Media Relations & Communications Office)
Liaison Officer Internal Liaisons	<p>Include representatives from and/or communication with:</p> <ul style="list-style-type: none"> • USF Health • Shriners’s Hospital • Moffitt Cancer Hospital <p>And other USF entities that are impacted by the emergency and have a need for immediate coordination.</p> <p>Internal Liaisons are invited on an as-needed basis.</p>
Liaison Officer External Liaisons	<p>Include representatives from and/or communication with outside public agencies – the City of Tampa, Hillsborough County and the State. May include liaisons with other districts and public agencies.</p> <p>External Liaisons are invited on an as-needed basis.</p>
EOC Administration (Support) Staff	Provide staff support to the EOC. Assist with set-up of the EOC and coordinate internal operations. May provide staff support to all functions and positions in the EOC, regardless of department. These positions are always activated, when EOC is Activated.

USF EOC Operations Function Purpose and Responsibilities

Function	Purpose/Responsibilities
Operations Section Chief	<p>Provide overall direction, management and coordination for all operational functions of the EOC that are part of the Operations Team. Establish operational priorities and strategies. Coordinate to ensure effective field incident response and the management of operational resources. Provide senior operational representation to the EOC Director. This position is always activated, when EOC is Activated. Serves as a back up to the EOC Director.</p>
USF Police	<p>Responsible for managing Police functional operations at the EOC. Serves as the Operations Section Chief for incidents in which the police field units are the Incident Commanders. Coordinates general field assignment with the Police Department Command Center and may, as needed, communicate directly with field Incident Commanders and units. Has the lead for the Operational Action Plan for law enforcement, security, traffic control, access control, and crime scene preservation. Coordinate with the county Medical Examiner's office for incidents involving fatalities. Has primary authority for establishing priority for field response and police resource allocation. Responsible for managing search and rescue and fire suppression, if the Tampa Fire Rescue is not immediately available.</p>
Facilities Services	<p>Responsible for managing and coordinating the prioritized response and exchange of operational information for all buildings, power and water utilities, roadways, and grounds. Has the lead for the Operational Action Plan for emergency inspection, repair and restoration operations for all campus power and water utilities, facilities roadways, and grounds. Assist with emergency power and support for all field operations and the EOC. Is responsible for providing reports from outside utilities, and transitioning emergency operations to clean up and repair operations.</p>
Information & Technology	<p>Coordinate between USF Information and Technology and EOC Logistics position, and other EOC positions. Provide status for campus communications/computing services for disaster response. Plan for and establish alternate and emergency computing in support of the EOC and critical campus operations. Maintain, operate, and deploy emergency communication tools. Provides technical support for Communications and Marketing and Crisis Communications. Manage the utilization of the USF Amateur Radio group and services (Ham) when available.</p>

Function	Purpose/Responsibilities
Environmental Health and Safety (EH&S)	<p>Manage and coordinate the environmental health and safety functions of the emergency response and provide consultation for emergency response. This includes providing input for suspected problems with hazardous chemical and biological materials or spills, or basic public health concerns related to contaminated water, sewage or air contaminants and fire and life safety hazards and concerns. Provide consultation to assist in the assessment of unsafe conditions. Manage and coordinate on-site hazard assessments, conduct spill cleanup operations for minor incidents, and coordinate HazMat contractor consistent with EOC priorities. Advise and provide information to other campus departments and emergency response personnel on the safety and health of planned operations and responses. Provide input for the Operational Action Plan for evaluating and prioritizing response operations relative to hazardous situations, fire risks, and health and environmental risks.</p>
USF Health	<p>Responsible for coordinating with the USF Health and associated campus resources for coordinating response operations to USF Health Buildings. Also responsible for assisting Comparative Medicine in managing and providing animal care services, including protecting, feeding, rescue and relocation if necessary, of research animals in all campus facilities. Report the status of animals to the EOC. Coordinate emergency response operations in conjunction with the priorities for providing environmental health and safety to the animals. Track the disposition of animals and provides updated reports to the EOC. Provide support to Human Resources with professional volunteer staff from the academic schools at USF Health.</p>
Emergency Staff Services	<p>Responsible for coordinating with Human Resources and other administrative departments to manage emergency services and support for USF staff stranded at campus or needing emergency services from campus resources. May work with other functions to coordinate care and shelter and emergency transportation. Also, may work with Medical First Aid to coordinate crisis-counseling services.</p>
Medical Triage . First Aid Centers	<p>Provide coordination with USF Health and assigned resources for the management of all field medical emergency response operations on the campus, including field emergency triage, medical transportation, first aid, deaths, and casualty counts. Coordinate the request for and allocation of medical resources at the campus. May coordinate the location of on going triage and minor care with local hospitals. Monitors and documents injury and death reports, and coordinates with the Police Department for reports to the County Coroner.</p>

USF EOC Planning Function Purpose and Responsibilities

Function	Purpose/Responsibilities
Planning Section Chief	Provide for overall management and analysis of disaster/incident information and assessment of impact and damage to the University systems, properties, facilities and capability to occupy buildings. Provide analysis and consultation regarding extended operations and the impacts of the emergency. Run the hourly EOC Section Chief Planning meetings. Manages the receipt, posting, tracking and documentation of disaster/incident information. Support the financial accounting of all incurred costs and estimated expenditures. This position is always activated whenever there is significant information, extended operations or property damage.
Situation Status	Responsibility for receiving, analyzing, posting, tracking and assessing information regarding the situation, damage and interruption to the University properties and programs. Maintain a general EOC log documenting major actions and decisions of the EOC. Keeps the EOC Director updated.
Building Inspectors	Responsible for coordinating the assignment of building and facility inspections during hurricane events or other incidents, which may result in structural damage. May work directly with consulting engineers to augment University resources.
Damage Assessment	Responsible for the analysis of status reports and inspection reports to identify damaged properties; track damage and evaluates for ballpark estimates of damage, loss and reconstruction/repair costs. Primary responsibility of USF Police (windshield surveys).
Emergency Projects	Implement and manage maintenance, repair and construction projects for critical University services and facilities, as authorized by the EOC Director.
Real Estate Office Liaison	Responsible for coordination, information gathering and dissemination of information to USF tenants and property-owners of major off-campus leased space.

USF EOC Logistics Function Purpose and Responsibilities

Function	Purpose/Responsibilities
Logistics Section Chief	Provide overall management of resource and logistical support for operations and planning functions. Access and procure resources to support the emergency response and operations, which require support beyond normal department assets. Support the EOC activation and temporary emergency care for people and workers. Coordinate the management of volunteer resources to support emergency operations. Coordinate with the Finance Team to ensure appropriate processes for procurement and contracting.
Resource Procurement	Set up all logistics for procurement and delivery of resources, both USF campus resources and outside goods and services. Arrange for field receipt and acknowledgement. Procure private and vended services. May include contracted services, equipment purchase, supplies purchase or support (meals, etc.) for emergency operations. If resources are not actually purchased through the EOC, sets up an allocation and tracking process to assure vendors know whom to invoice and how they will be paid. Responsible for tracking and distributing the equipment and supplies requested by the EOC required to support campus emergency response and recovery activities. Coordinate with Finance in the record keeping, planning and budgeting for funding authorization.
Information & Technology (IT)	Coordinate between USF EOC Director and the USF IT EOC Operations position, and other EOC positions. Provide status for campus communications/computing services for disaster response. Plan for and establishes alternate and emergency computing in support of the EOC and critical campus operations. Maintain, operate, and deploy emergency communication tools. Provide technical support for Communications and Marketing and Crisis Communications. Manage the utilization of the USF Amateur Radio (Ham) group and services when available.
Transportation Services, Vehicles	Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment and supplies, and injured persons. Manage the campus pool vehicles, parking operations, garage, and coordinating the provision of municipal transit services to campus. Maintain inventory of all available transportation (vehicles) and support (fuel, supplies, and drivers).
Emergency Food, Water and Sanitation	Responsible for obtaining and allocating food and water supplies to support emergency staff needs. Coordinate with all campus resources to obtain hot meals and supplemental food for emergency workers on campus.

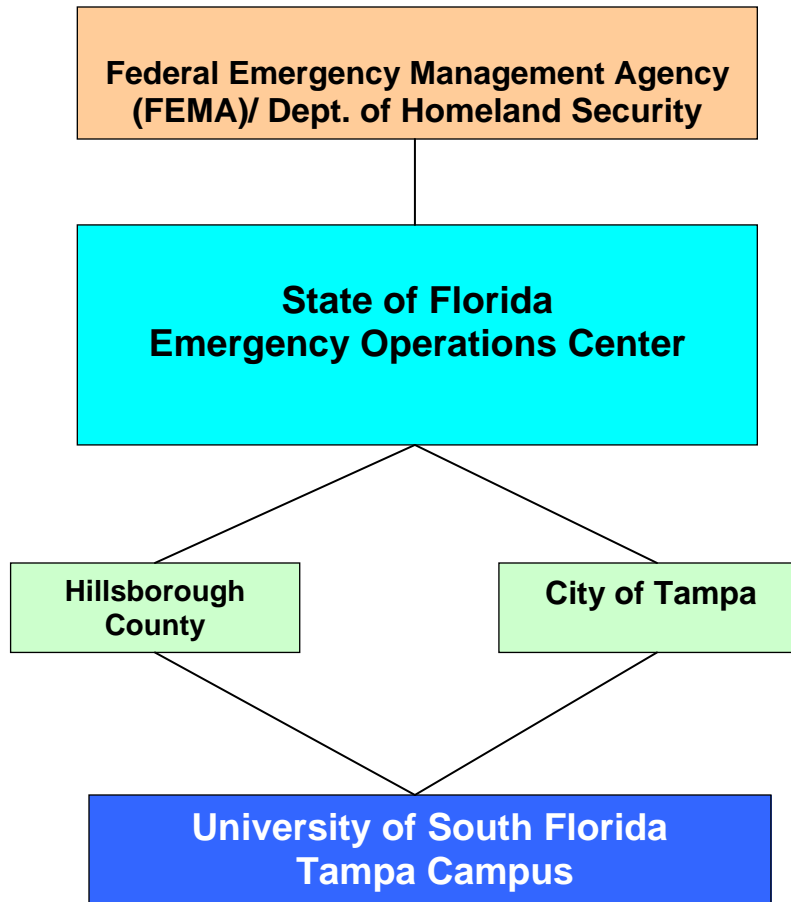
USF EOC Finance Function Purpose and Responsibilities

Function	Purpose/Responsibilities
Finance Section Chief	Provide overall management of financial accounting and analysis for the emergency response, including keeping the EOC Director and SVP for Business and Finance advised of the total cost-to-date of the emergency response, estimated losses and financial impacts of the emergency to University businesses, programs and facilities. Also, begin the tracking and documentation process for FEMA application and insurance claims.
Emergency Accounting	Establish an accounting process for tracking expenses for procurement of services, contracts and/or mutual aid from the EOC. Establish accounting numbers for tracking expenses.
Payroll	Coordinate the payment of USF employees and staff during and after an emergency or disaster and develops alternate payment methods if the primary payroll processes are impacted.
EH&S Insurance/Claims	Assist EOC staff (either on-site or via phone consultation) with insurance and liability claims information and information-sharing. Provide subject matter expertise on both issues as the event evolves toward the recovery stage.
Legal Counsel	Staffed by the General Council's Office for USF, this position will be available for advice and consultation on all legal matters involving the University's emergency response activities. This position may not be physically present in the EOC, but must be available electronically (via phone) to the EOC and/or SVP for Business and Finance representatives.
Recovery Team Lead	Begin to prepare and maintain the FEMA public assistance documentation information package. Maintain the documentation files and support the disaster assistance application process. Attend the FEMA briefing program to start the official process.

USF EOC Human Services Function Purpose and Responsibilities

Function	Purpose / Responsibilities
Student Assistance	Represent all Student Affairs issues for the University during the emergency response and recovery. Coordinate and provide housing and food services, course continuation information, information to families of students, and counseling services and special needs for students
Faculty & Staff Assistance	Responsible for facilitating special incident-related needs for faculty and staff, such as special access to research or work areas, special maintenance of lab/ research projects, and continuation of classroom functions under altered conditions.
Human Resources	Responsible for managing emergency human resource operations, including special temporary work arrangements, temporary or emergency hires, critical processes for benefits and employee services, and other HR related activities in support of the emergency response and recovery. Responsible for coordinating all USF staff volunteer resources to support the University's needs. Set up a registration process for ensuring USF staff volunteers are working under the management of an appropriate manager of the University. Registration includes obtaining emergency contact numbers, signed statement indicating complete and voluntary participation and willingness to work as assigned. May need to address work requirements, i.e. lifting, hazard exposure, etc. This does not need to be done for any volunteers who are coordinated by an official organization, such as the American Red Cross or the National Search and Rescue Association.
Care and Shelter	Responsible for coordinating University Care and Shelter operations for all populations who may be stranded on campus. Coordination may be in support of other activities on campus or with public services through Hillsborough County or the State of Florida. Additionally, may need to address requests from the City of Tampa, Hillsborough County, Red Cross or other agencies of the University of South Florida, to host temporary shelters for citizens.

USF Disaster Coordination with Local, County and State Agencies



Evacuation Planning

The University of South Florida may at times need to evacuate the campus or portions of it. USF is prepared to alert the campus community to an evacuation order, should a crisis arise that requires an evacuation. The Division of Public Safety will alert the campus community by the Emergency Notification System. Instructions for evacuation will be given using all methods of communication will be used to alert the campus:

- Mobull
- Email
- Siren/ Loudspeaker
- Web Page
- TV / Radio
- EDean Digital Screens

Localized evacuations may be initiated by University for buildings or areas of the campus. The University Police Department will coordinate the evacuation of students, staff, faculty, and visitors.

Large scale evacuations may be called by the University due to weather or other factors. The University will monitor the situation and be in contact with the Hillsborough County EOC for guidance during the crisis.

Evacuation routes for a large scale evacuation are the major highways in the county. These include the interstate systems (I-4, I-275, and I-75), U.S. Highways (U.S. 41, U.S. 92 and U.S. 301) state roads (S.R. 60, S.R. 580, S.R. 581, S.R. 582, S.R. 597, S.R. 640, S.R. 672, S.R. 674, and S.R. 676) and the Crosstown and Veterans Expressways.

The University has secured Pizzo Elementary School, building 4 as a USF only shelter. This shelter will be available for those students that cannot possibly evacuate the campus and for family members of faculty and staff that are required to remain during the emergency or disaster.

Instances where the University may need to evacuate include:

- Hurricane warnings
- Loss of utilities
- National Emergency
- Chemical spills
- Damage to campus
- Unknown impending crisis

Hillsborough County has secured the Sun Dome as a County Special Needs Shelter for those who require specialized assistance during an emergency.

Shelter In Place

"Shelter-in-place" means to take immediate shelter where you are—at home, work, school or in between—usually for just a few hours. University or Local authorities may instruct you to "shelter-in-place" if chemical or radiological contaminants are released into the environment.

Employees should close the office, making any customers, clients or visitors in the building aware that they need to stay until the emergency is over. Close and lock all windows, exterior doors and any other openings to the outside.

A knowledgeable person should use the building's mechanical systems to turn off all heating, ventilating and air conditioning systems. The systems that automatically provide for exchange of inside air with outside air, in particular, need to be turned off, sealed or disabled.

Unless there is an imminent threat, managers should ask employees, customers, clients and visitors to call their emergency contacts to let them know where they are and that they are safe.

If time permits and it is not possible for a person to monitor the telephone, turn on call-forwarding or alternative telephone answering systems or services. If the business has voicemail or an automated attendant, it should be switched to a recording that indicates that the business is closed and that staff and visitors are remaining in the building until authorities advise it is safe to leave.

If you are told there is danger of explosion, close any window shades, blinds or curtains near your workspace.

Monitor all forms of communication for instructions. If instructed to do so by officials, use duct tape and plastic sheeting, such as heavy-duty plastic garbage bags, to seal all cracks around the door(s) and any vents into the room. Seal any windows and/or vents with sheets of plastic and duct tape. As much as possible, reduce the flow of air into the room.

Continue to monitor communications for updates until you are told all is safe or you are told to evacuate.

When you are told that all is safe, open windows and doors, turn on heating, ventilating and air conditioning systems and go outside until the building's air has been exchanged with the now-clean outdoor air. Follow any special instructions given by emergency authorities to avoid chemical or radiological contaminants outdoors.

Business Continuity

Business Continuity Planning is the process whereby organizations ensure the maintenance of critical operations when confronted with adverse events such as natural disasters, technology failures, human errors, or terrorism. The objectives of a business continuity plan are to minimize loss to the organization, continue to serve customers, and maintain administrative operations.

The University has an obligation to protect and provide for students, faculty, staff, and visitors in the event of a major interruption of our mission or operation. These obligations extend to a responsibility for each Department to be able to meet its individual obligations. This includes the ability to provide the services expected of them and to carry out functions critical to the mission of the University should an event occur that interrupts the normal course of operations. Failure to have an adequate continuity plan could lead to financial disaster, interruptions of academic classes, failure of research projects, and delays in completing other mission critical activities.

Scope

The Business Continuity Plan (BCP) is executed after health, life, and safety issues are addressed. The Emergency Operations Plan (EOP) addresses health, life and safety issues. As a minimum, the BCP assumes the following have been restored:

- Police, Fire, and Ambulance services
- Electricity, water, reasonable climate control, and adequate lighting
- Access to and egress from campus, classrooms, and administrative facilities
- Safe handling and proper disposal of toxic substances, biologically hazardous materials, and radioactive materials

Business Continuity Planning encompasses maintaining and recovering the business, not just the recovery of technology.

Business Continuity Planning requires both a university-wide plan and individual plans for operating units that are responsible for mission critical functions. Mission critical functions are processes that are essential to ensure loss to the organization is minimized, constituents continue to be served, and administrative operations are resumed safely and effectively.

Components

The commonly accepted components of a Business Continuity Plan are:

Business Impact Analysis – identifies critical business processes, assigns estimates of maximum allowable downtime, and designates priorities for restoration.

Risk Assessment – identifies specific threats, assesses vulnerability to those threats, and assigns degree of risk associated with each threat.

Risk Management/Continuity Planning – utilizes the Risk Assessment to determine which risks should be managed; and provides a written, widely disseminated, and exercised plan on actions necessary to get the business up and running in the event of disruption associated with those risks.

Testing and Updating – establishes mechanisms to exercise the plan and keep it current.

BUSINESS IMPACT ANALYSIS

The first step in business continuity planning is determining critical mission processes and the interdependencies between those processes that must continue to exist for the University to function. Critical processes generally fall into one of three general categories:

Safety and Security - Activities needed to sustain a safe and secure environment for students, faculty, staff, patients, the visiting public, and surrounding community. While the Disaster Recovery Plan addresses restoring safety and security, the Business Continuity Plan may be concerned with sustaining those functions for an extended period.

Business Support Services - Activities that allow the University to maintain necessary business operations, safeguard assets, and ensure the financial viability of the University. Examples include payroll, revenue collection, accounts payable, and financial reporting.

Learning, Education, and Research - Activities that carry out or directly support the academic mission of the University. For example, student support services (admissions, registration, etc.), lecture & study, research, post graduate programs, graduation.

Office of Information Technology

The core services provided by Information Technology (e.g., telephone, network, administrative software applications) are considered basic to the recovery of most if not all the above business processes. As such, IT maintains a separate Disaster Recovery Plan that addresses the recovery and the continuity of those services in the event of a disaster.

RISK ASSESSMENT

The second step of business continuity planning is to determine the potential hazards or threats that could affect the University, assess the likelihood of their occurrence, and analyze our vulnerability. This analysis then forms the basis for preparing the continuity plan. More time and resources are spent planning for and, where possible, preventing disasters that are judged to have both a high likelihood of occurrence and a high level of severity.

The hazard analysis provided within this document addresses the likelihood of occurrence and severity of threats as viewed from a campus wide perspective. Operating units can use this assessment as a guide in developing their specific risk assessments, but must realize that both likelihood of occurrence and event consequence may differ when viewed from a unit level. For example, the occurrence of a major fire that affects the entire University is judged to be unlikely, but the occurrence of a fire affecting a specific warehouse that lacks robust fire prevention measures may be judged likely.

Broad Categories of Hazards

The University of South Florida recognizes that the planning process must address each hazard that threatens the University. The University is vulnerable to a wide range of threats. The University, with its varying topography, mixed use of space, rapidly growing student population, and transient and recreational population is subject to a wide variety of negative impacts from natural and technological hazards. The natural hazards and technological or man-made hazards that confront the University include:

Natural Hazards

- floods;
- fires;
- extreme weather/storm
- lightning
- hurricanes

Technological/Man-made Hazards

- utility/telecomm failure;
- hazardous materials;
- major vehicle accident;
- train accident;
- airplane crash;
- civil disturbance; and
- terrorism.

RISK MANAGEMENT/CONTINUITY PLANNING

Each University division will appoint a person responsible for continuity planning. This person will be the division focal point for determining which of its units operates processes that are critical and ensuring those processes are identified in the Business Impact Analysis section of this plan.

Each division will ensure that operating units responsible for critical business processes identified in the Impact Analysis develop a Business Continuity Plan that enables the operating unit to continue to perform those critical functions and services in the event of a disaster. Divisions may determine the degree to which continuity planning is consolidated across multiple units within a division. This decision will be based on factors such as commonality of business process, size of the division, etc. However, all identified critical processes must be covered by a plan.

Unit plans must take into account the possibility that a University-wide interruption may affect multiple units. Departments that depend on other departments or external suppliers to provide its critical functions should coordinate with those departments or external suppliers to ensure these suppliers or units also have a continuity plan.

Division coordinators will provide central coordination of the continuity planning process to assist units in determining space, equipment, and services that might be available within the University and to make the planning process coherent across units. **IT's Policy and Procedure unit will be responsible for collecting all unit plans and the combination of this document and the unit plans will constitute the University's complete Business Continuity Plan. Initial versions of unit plans will be completed and forwarded to OIT no later than six months from the approval of this plan.**

In the event plan activation requires prioritization among units for the recovery of services or allocation of limited resources, that prioritization will be accomplished by the Emergency Leadership Policy Group (ELPG) after consideration of the exact circumstances surrounding the plan activation.

Unit Plans

The plan for operational continuity shall contain clear strategies and procedures needed to continue operations and execute a recovery in the event of an interruption that compromises the ability of the operating unit to carry out its critical functions.

The determination that an interruption has occurred may be made by the individual unit manager for local occurrences or by the ELPG for university-wide occurrences.

Unit plans will follow business continuity planning principles described in this document. The unit Business Continuity Plan should be developed by completing and documenting these steps:

Determine which subset of critical business process(s) identified in the Impact Analysis are being addressed by the unit plan.

Develop a unit risk analysis that uses the Risk Assessment section as a guide and identifies risks and/or hazards that might reasonably pose a threat to the operating unit's ability to function. The unit risk analysis should examine threats as they apply to the operating unit.

Identify existing and easily implemented controls to avoid these risks and hazards.

Develop and document procedures for recovering all or part of the highest priority functions, given specific failure scenarios and time horizons.

Determine whether each process could be suspended or degraded or whether it must be fully operational immediately. In many cases, service levels may be considerably less than existed prior to interruption, but nevertheless sufficient to sustain the critical mission function for some time.

Determine the time frame for full recovery of critical functions if a degraded service level is deemed initially acceptable.

Identify alternate work sites or other temporary facilities for the most critical functions.

Provide for the ongoing back up of critical data and protection of critical equipment.

Assign local recovery roles, responsibilities, and authority.

Develop procedures for recovering impacted operations quickly, and strategies for providing programs and services under various emergency conditions.

Determine when the plan needs to be activated and identify who within the unit is authorized to implement the plan.

Identify all persons with copies of the plan. Store at least one current copy in an off-site facility with immediate availability.

Maintain the list of resources, vendors, etc., with which the unit has agreements for the provision of services, supplies, or equipment to be used in the event of an interruption of operations.

Establish procedures for contacting appropriate University departments and University suppliers in the event of an interruption of operations.

Establish procedures for return to full, normal operations of the operating unit, including that of non-critical functions.

The following questionnaire may assist units in formulating their Business Continuity Plan.

- What are your department's business interdependencies? What do you need from other departments to perform critical functions? What departments depend on you to perform critical functions?
- Are there days of the week or month, or months of the year, when a major emergency would be even more disruptive than at other times?
- Is your essential data backed up regularly? Would the information be accessible if your building was closed, or if the University network was down?
- Does your College/Division and its constituent Departments have planning documents for continuing operations in the event of disaster?
- Is there a process for tracking the cost of business recovery (including funds spent on overtime, special materials/supplies, temporary personnel, etc.) and a mechanism for distinguishing emergency recovery costs from other business expenditures?
 - Are special vendor/contractor arrangements necessary for your department(s) to insure continuity of services?
 - Does your College/Division have a method to make emergency purchases?
- What human resources would you need to restore your most critical functions?
 - Do your employees have personal emergency preparedness plans for their households?
 - If only 50% of your staff/faculty could return to work, could you open?
 - Can some employees telecommute during a disaster. What can you do now to plan for that?
 - If the University had volunteer workers available after a disaster, what skills would be needed in your department?
- What equipment is necessary for the department to perform its functions?
- Have precautions been taken to secure essential equipment in the event of most likely emergencies?
- How would you replace equipment within hours or days to be able to resume normal business?
- If your department couldn't use its office space to operate, how much space would you need to relocate? What kinds of equipment are essential for performing your unit's critical functions?

UNIT PLAN TESTING AND MAINTENANCE

Testing

Unit Business Continuity Plans must be exercised no less frequently than once every two years. This exercise will include the following:

- Identifying exercise objectives
- Conducting exercises to validate the viability of the plan
- Documenting exercise results and the steps proposed to correct any problems
- Making appropriate changes to the plan

Training

Units will assure that training on the use of the plan is provided to ensure that all staff are adequately trained to fulfill their responsibility in support of the recovery process.

Training for new employees should be carried out within 120 days of their start date.

Plans should be reviewed by the unit head once per year. In particular, the unit head should assure that:

- Critical functions have been identified
- Continuity and recovery strategies are in place
- Documentation for the plan is current
- Minimum levels of required operation and recovery time frames have been set
- Exercising of the plan has been completed during the last 24 months

Plan Maintenance

Unit heads must evaluate the impact of changes within the unit, make appropriate plan updates, and communicate changes to persons holding copies of the plan.

Appendix A – Specific Emergency Procedures

BOMB THREAT

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

Important: Do not touch any suspicious object or potential bomb.

- If you receive a threat by telephone, remain calm and attempt to obtain as much information as possible from the caller.
- Record the conversation, if at all possible.
- Call campus police at 911, 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.
- 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.
- If you spot something out of the ordinary that appears suspicious, report it to campus police at 911. Under no circumstances should you touch, tamper with, or move suspicious objects or confront persons acting suspiciously.
- Immediately cease the use of all wireless transmission equipment (cellular phones, laptop computers, 2-way radios).
- 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.
- Do not return to the building until told to do so by USF Police personnel.
- In some cases, it will be necessary for law enforcement personnel to enlist personnel from the affected building to assist in the identification of suspicious packages.
- Report bomb threats received by means other than telephone to campus police at 911.

CHEMICAL OR RADIATION SPILL

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

- Report immediately any spillage of a hazardous chemical to campus police at 911 and to the Office of Environmental Health & Safety at 4-4036.
- Report immediately any release or spillage of a radiological substance to campus police at 911 and to the Division of Research Integrity and Compliance.
- When reporting, be specific about the nature of the material involved and the exact location of the spill. Campus police will contact the necessary specialized authorities and medical personnel.
- 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, fumes, and smoke.
- Those who may be contaminated by the spill should avoid contact with others, remain in the vicinity, and give their names to campus police. As necessary, first aid and cleanup by specialized authorities should be started at once.
- The key person on site should vacate the area at once and seal off to prevent further contamination until the arrival of campus police, fire and personnel from EH&S.
- Activate the building alarm, if necessary to notify others to vacate the building.
- When a building evacuation alarm is sounded, an emergency exists. Move quickly to the nearest exit, exit the building, and alert others to do the same.
- Assist the disabled 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.
- Individuals who know the details of the incident should remain in the vicinity and make their presence known to emergency responders. Provide emergency responders with information and assistance as requested.
- An Emergency Operations Center may be set up near the emergency site. Stay clear of this area unless you have official business there.
- Do not return to an evacuated building unless told to do so by an authorized University official.

CRIMINAL BEHAVIOR

Members of the USF community are asked to help make the campus safe by avoiding risks, being alert to suspicious situations, and promptly reporting them. Campus police are located at UPB 2000 on Maple Ave. They provide assistance and protection 24 hours a day, seven days a week on a year round basis.

Observe the following procedures if you are exposed to violent or criminal behavior:

- If you are a victim or a witness to any on-campus offense, promptly notify campus police at 911 and report the incident. Include the following:

Nature of the incident

Location of the incident

Description of person(s) involved

Description of property involved

- If you observe a suspicious person on campus, immediately notify campus police and report what you observed.
- Assist officers when they arrive by supplying them with all additional information and ask others to cooperate.
- Should gunfire or discharged explosives jeopardize the campus, take cover immediately using all available concealment. When reasonably safe, contact campus police immediately by calling 911.

EXPLOSION

Observe the following procedures if you are in a building that suffers an explosion:

- Leave the building as soon as possible and activate the closest fire alarm. Do not stop to retrieve personal possessions or make phone calls. If objects are falling around you, get under a sturdy desk or table until they stop falling. Then leave quickly, watching for weakened floors and stairs and falling debris.
- If there is a fire, stay low to the floor and exit the building as quickly as possible. **DONOT USE ELEVATORS.** Cover your nose and mouth with a wet cloth or handkerchief. When approaching a closed door, use the back of your hand to feel the lower, middle, and upper parts of the door. Never use the palm of your hand or your fingers to test for heat. If the door is not hot, open it slowly and ensure that fire and/ or smoke is not blocking your escape route before continuing. Be prepared to crawl as smoke, poisonous gases and heat rise. If the door is hot, do not open it, but try to escape through a window. If you are on a high floor, hang a white or light-colored cloth outside the window to alert fire fighters of your location.
- If you are trapped in debris, do not light a match. Do not move about or kick up dust. Cover your mouth with a handkerchief or clothing. Rhythmically tap on a pipe or wall so rescuers can hear where you are. Use a whistle if one is available. Shout only as a last resort when you hear sounds and think someone will hear you. Shouting can cause the inhalation of dangerous amounts of dust.

Information concerning evacuations will be disseminated should it become necessary. Many factors determine if a building or dormitory will be evacuated. The Division of Public Safety, in consultation with many other departments and agencies, will advise the community of the need to evacuate during an emergency and or areas being used to temporarily house those being evacuated.

FIRE

In case of fire, call 911 and or use emergency blue phone immediately to notify the emergency services and campus police.

Observe the following procedures:

- Know the locations of fire exits in the building. Know the location of fire extinguishers and alarm systems and know how to use them. Training and information is available through Environmental Health & Safety.
- If a minor fire appears controllable, immediately Dial 911 and or use the emergency blue phones to alert campus police. If the decision is made to fight the fire, promptly locate a fire extinguisher, using the P-A-S-S method, and direct the agent of the extinguisher toward the base of the flame. If others are with you, have one person make the emergency call while another uses the fire extinguisher. Evacuate all rooms and close the door(s) behind you to confine the fire and reduce the oxygen.
- If an emergency exists, activate the building alarm, yell or shout “fire, fire, fire” and dial 911 and or use the emergency blue phones.
- For large fires do not attempt to fight or extinguish the fire, evacuate all rooms and close all doors to confine the fire and reduce oxygen. Do not lock the doors. Dial 911
- When a building evacuation alarm is sounded, an emergency situation exists. Walk quickly to the nearest exit and alert others to do the same.
- Assist the physically disabled in exiting the building. **Do not use the elevators during a fire.** Smoke is the greatest danger in a fire, so stay low near the floor where the air will be less toxic.
- Once outside, move to a clear area at least 500 feet away from the affected building. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews. In an evacuation, report to your designated building assembly location. Stay there until an accurate headcount is taken.
- Assist emergency crews as requested.
- An Incident Command Post may be set up near the emergency site. Stay clear of this area unless you have official business there.
- Do not return to an evacuated building unless told to do so by an authorized University Official.

HOSTAGE TAKING

If taken hostage:

- Be patient. Time is on your side. Avoid drastic action.
- The initial 45 minutes are the most dangerous. Follow instruction, be alert, and stay alive. The captor may be emotionally disturbed. Do not make mistakes that could jeopardize your well-being.
- Do not speak unless spoken to and then only when necessary. Do not talk down to the captor who may be in an agitated state. Avoid appearing hostile. Maintain eye contact with the captor when possible, but do not stare.
- Try to rest. Avoid speculating. Comply with instructions as best you can. Avoid arguments. Expect the unexpected.
- Be observant. You may be released or escape. The personal safety of others may depend on your memory.

INFECTIOUS DISEASE OUTBREAKS

Avian Flu, measles, Mumps, SARs, and other 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 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. (<http://www.usf.edu>) and at (<http://www.shs.usf.edu/>)

Current information regarding Avian Flu:

- There have been no reported cases of Avian Flu in humans in the United States.
- A very few suspected cases of human-to-human transmission of Avian Flu have been reported globally, but these cases have been limited to those with unusually close contact with an ill person. Even those cases are ambiguous, according to the World Health Organization.
- Travelers should avoid contact with live animal markets and poultry farms in countries where cases have been reported.
- International students from affected countries, or members of the University community traveling to affected countries, may contact the office of International Affairs or visit their website at: (<http://web.usf.edu/iac/iss/>) if they have questions.

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>).

The Student Health Pandemic Response Plan is located on the following pages:

**USF Student Health Services
 January 25, 2008
 Pandemic Influenza
 Response**

Level 1 Planning and Preparation	Level 2 Confirmed Cases of Pandemic Flu	Level 3 Suspected/Confirmed Cases in USA	Level 4 Suspected/Confirmed Cases at USF
Appoint members to the 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/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	Put emergency communication channels into service.

		pandemic event.	
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.

January 25, 2008

USF Student Health Services Pandemic Influenza Response

Level 1 Planning and Preparation	Level 2 Confirmed Cases of Pandemic Flu	Level 3 Suspected/Confirmed Cases in USA	Level 4 Suspected/Confirmed Cases at USF
Plan for quarantine and isolation rooms in the main clinic and remote infirmaries.	Confirm that existing plan is appropriate to the emerging threat.	Identify and equip specific quarantine, isolation and negative pressure rooms.	Put into service quarantine, isolation and negative pressure rooms.
Establish criteria for quarantine and protocols for monitoring cases in quarantine.	Confirm that quarantine criteria and monitoring protocols are appropriate to the current threat.	Continue Level 2 activity.	Implement quarantine criteria and monitoring protocols.
Develop a plan for mass immunizations or administration of prophylaxis.	Confirm that plan for mass immunizations or administration of prophylaxis is appropriate to the current threat.	Continue Level 2 activity. Purchase and store stock of vaccine or medications appropriate to the current threat and related supplies.	Administer vaccine or medications as appropriate to the pandemic event.
Establish a protocol for care of the deceased and family notification.	Adjust plan as needed for the projected mortality rate of the identified pandemic pathogen. Confirm general availability of necessary communication channels for family notification and services for the care and disposition of human remains.	Confirm immediate availability of communication services and services for the care and disposition of human remains.	Implement protocol for care of the deceased and family notification.
Establish a plan to provide continuity of IT-clinical records services maintaining security, high availability and appropriate data recovery measures.	Review IT-clinical records plan and ensure adequate hardware, consumables and spare parts are on hand.	Ensure all aspects of the IT-clinical records plan are ready for immediate execution. Update all software to the most current version. Ensure adequate power supply is available. Contact critical vendors to arrange for services in a crisis situation.	Execute SHS emergency IT-clinical records services plan.

Create templates for signage, Web, and other media and related messages.	Adjust templates for signage, media and messages so they are as specific and appropriate as possible to the current threat.	Continue Level 2 activity.	Put signage, media and messages into place.
Create awareness, protection and self-care information kits for students, faculty and staff. Promote annual vaccination.	Order awareness, protection and self-care information kits for specific pathogen. Educate students, faculty and staff about emerging pandemic. Strongly recommend vaccination if available.	Distribute protection and self-care information kits.	Continue Level 3 activity.
Conduct pandemic training and exercises.	Continue Level 1 activity.	Continue Level 1 activity.	
Develop a plan for restoring normal SHS operations.			
Develop process for evaluating SHS emergency response effectiveness.			

MEDICAL OR PSYCHOLOGICAL EMERGENCY

Ambulatory Patient

Medical assistance can be provided to students by Student Health Services which is located east of the Phyllis Marshall Center and the Bookstore and north of the Student Services Building. Most routine care is covered by your health fee, and other services are provided at a savings of approximately 30-80%. Hours are Monday through Friday 8:30 A.M. - 5:00 P.M. (Hours may vary on holidays and semester breaks; call 813-974-2331 for current information.) Student Health Services is closed on weekends. After hours telephone consultation (813-974-2331) with a physician is available for urgent medical concerns. Faculty and Staff can seek medical assistance at the University Community Hospital located at the corner of Fletcher and Bruce B. Downs.

Non-Ambulatory Patient

If the individual needing assistance is not ambulatory, call 911 to request assistance from Emergency Medical Services (EMS).

Mass Casualty Incident

In the event of a Mass Casualty event, the University would rely on the Tampa Fire Rescue Units for a response. University Student Health Services will be able to assist with very minor injuries (walking wounded), and with the triage of victims until transport to medical facilities is arranged.

NATURAL DISASTERS

Hurricane

Dangers from hurricanes include high winds, flooding, and flying debris. Although hurricanes typically threaten coastal areas, their damage can be inflicted far inland as well. Hurricanes may also spawn tornadoes.

A hurricane warning is issued when hurricane conditions (winds of 74 mph or greater or dangerously high water and rough seas) are expected within 24 hours or less. The hurricane season lasts from June through November.

If a hurricane threatens the west Florida coast and inland communities, go to the University's website for instructions and information about precautionary measures to be taken.

Hurricane Preparation Protocol

USF Managers should prepare specific emergency plans for their work units and areas of responsibility, based upon their unique operational knowledge, needs and issues.

Since there is typically some advance notice regarding an approaching hurricane, USF Managers will review their emergency plans according to the "5 Day Cone" approach of increasing intensity, as follows:

Day 5 Cone – (5 days until possible hurricane)

- Consider hurricane pre-contact, contact and post-contact effects
- Include in consideration such factors as:
 - USF Schedule of Events
 - Academic Class Schedule
 - Fuel Levels and Conservation
 - Clinic Scheduling
 - Residence Halls Scheduling
 - Shelter Supplies and Staffing
 - Evacuation Plans
 - Animal Care
 - Specimen / Data Security

Day 4 Cone – (4 days until possible hurricane)

- Review Day 5 Cone Considerations
- Review Staffing – list of all staff authorized to be on Campus during emergency
- Prepare for possible Campus closing

Day 3 Cone – (3 days until probable hurricane contact):

- State of Readiness
- Prepare to implement specific plans from the “Day 5 Cone’ considerations.
- Cancel non-essential events.
- Begin to cancel non-essential facilities and services.

Day 2 Cone – (2 days until likely hurricane contact):

- Predicted hurricane contact with USF.
- Begin implementation of specific plans from “Day 5 Cone” considerations.
- Prioritize human safety in final preparations and actions. Give special consideration also to animal safety and property protection.
- Publicize: list of all staff authorized to be on Campus, specifics regarding Campus closing and event cancellations, and expectations.
- Activate the Emergency Operations Center (EOC) at the OPM building, per the USF Emergency Operations Plan / ICS System.

Day 1 Cone – (1 day until expected hurricane contact):

- Operate essentials of Campus only.
- Restrict Campus to those authorized to be on Campus.
- Conduct emergency operation of Campus and the Hurricane Incident through the Emergency Operations Center (EOC), per the USF Emergency Operations Plan / ICS System.

Day of Hurricane Contact:

- Restrict Campus to **Emergency Personnel Only**.
- Conduct emergency operation of Campus and the Hurricane Incident through the Emergency Operations Center (EOC), per the USF Emergency Operations Plan / ICS System.

Day Following Hurricane Contact:

- Operate the Campus and the Hurricane Incident through the Emergency Operations Center (EOC), per the USF Emergency Operations Plan / ICS System
- Begin assessment, response, recovery and mitigation operations.
- Begin preparations to reopen the Campus as appropriate.

Tornado

A tornado is a violent windstorm characterized by a twisting, funnel-shaped cloud, spawned by a thunderstorm, and sometimes a hurricane. Tornado season is generally March thru August; however they can occur at any time of year. They tend to occur in afternoons and evenings.

If a tornado is approaching, seek shelter in an interior room on the lowest level of a building, preferably a basement.

Tornadoes strike with incredible velocity. Wind speeds may approach 300 mile per hour. These winds can uproot trees and structures and turn harmless objects into deadly missiles, all in a matter of seconds. Normally a tornado will stay on the ground for no more than 20 minutes; however, one tornado can touch ground several times in different locations.

Tornado Watch

A tornado watch means that conditions are favorable for tornado formation. Remain alert and do the following:

- Review actions to take should the situation change to a Tornado Warning, or if a funnel cloud is sighted.
- Ensure no physical restrictions exist that would prevent free movement to your nearest safe area. Clear any blocked doors, aisles, etc.
- Continue normal activities, but be alert to the weather outside. Monitor a radio/ television or watch the sky for worsening weather conditions.
- Do not phone campus police or the campus operator for information. Keep telephone lines clear for emergency messages.

Tornado Warning

A tornado warning means a tornado has been sighted. Do the following:

- Take cover. Proceed to the nearest safe area or shelter. Because of possible electrical failures, use the stairs, not the elevator. Stay away from windows and other glass. Avoid auditoriums and gymnasiums with large, poorly supported roofs.
- In multi-story buildings, move to the basement or ground level. Inner hallways are usually safe areas.
- If you are in a frame or sheet metal building and weather conditions permit, move to a brick or stone building for added protection.
- Do not phone campus police or the campus operator for information. Keep telephone lines clear for emergency messages.

Earthquake

During an earthquake, remain calm and quickly follow these steps:

- If indoors, seek refuge in a doorway or under a desk or table. Stay away from glass windows, shelves, and heavy equipment.
- If outdoors, move quickly away from buildings, utility poles and other structures. Caution: always avoid power or utility lines as they may be energized. Know your assembly location and proceed there as soon as it is safe to do so.
- If you are in an automobile, stop in the safest place available, preferably away from power lines, trees, overpasses, and bridges. Stop as quickly as safety permits, but stay in the vehicle for the shelter it offers.
- After the initial shock, evaluate the situation. If emergency help is necessary, call emergency services personnel at 911. Do not panic, but protect yourself at all times and be prepared for after- shocks.
- Report damaged facilities to campus police. Note: gas leaks and power failures create special hazards. Refer to section on Utility hazards.
- If an emergency exists, activate the building alarm. Also call 911.
- When a building emergency alarm is sounded, walk to the nearest marked exit and ask others to do the same.
- Assist the disabled in exiting the building. **Do not use the elevators during a earthquake or fire.**
- Once outside, move to a clear area at least 500 feet away from the affected building. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews. In an evacuation, report to your designated building assembly location. Stay there until an accurate headcount is taken.
- Assist emergency crews as requested.
- An Incident Command Post may be set up near the emergency site. Stay clear of this area unless you have official business there.
- Do not return to an evacuated building unless told to do so by an authorized University Official.

Lightning Storm

In the United States, there are an [estimated 25 million lightning](#) flashes each year. During the past 30 years, [lightning killed an average of 62 people per year](#). This ties the average of 62 deaths per year caused by tornadoes. Yet because lightning usually claims only one or two victims at a time and does not cause mass destruction of property, it is underrated as a risk. While documented lightning injuries in the United States average about 300 per year, undocumented injuries likely much higher.

- Watch for Developing Thunderstorms: [Thunderstorms are most likely to develop](#) on spring or summer days but can occur year round. As the sun heats the air, pockets of warmer air start to rise and cumulus clouds form. Continued heating can cause these clouds to grow vertically into towering cumulus clouds, often the first sign of a developing thunderstorm
- An Approaching Thunderstorm: When to Seek [Safe Shelter](#): Lightning can strike as far as 10 miles from area where it is raining. That's about the distance you can hear thunder. **If** you can hear thunder, you are within striking distance. Seek safe shelter immediately.
- Outdoor Activities: Minimize the Risk of Being Struck: Most lightning deaths and injuries occur in the summer. Where organized [outdoor](#) sports activities take place, [coaches, camp counselors](#) and other adults must stop activities at the first roar of thunder to ensure everyone time to get to a large building or enclosed vehicle. Leaders of outdoors events should have a written plan that all staff are aware of and enforce.
- Indoor Activities: Things to Avoid: [Inside](#) building, stay off corded phones, computers and other electrical equipment that put you in direct contact with electricity. Stay away from pools, indoor or outdoor, tubs, showers and other plumbing. Buy surge suppressors for key equipment. Install ground fault protectors on circuits near water or outdoors. When inside, wait 30 minutes after the last strike, before going out again.
- Helping a Lightning Strike Victim: If a person is struck by lightning, call 911 and get [medical care](#) immediately. Cardiac arrest and irregularities, burns, and nerve damage are common in cases where people are struck by lightning. However, with proper treatment, including CPR if necessary, most victims survive a lightning strike. You are in no danger helping a lightning victim. The charge will not affect you.
- Summary: [Lightning is dangerous](#). With common sense, you can greatly increase your safety and the safety of those you are with. At the first clap of thunder, go a large building or fully enclosed vehicle and wait 30 minutes after the last clap of thunder to go back outside

TERRORISM

Terrorism is violence or the threat of force or violence against persons or property for purposes of intimidation, coercion, or ransom. Terrorists use threats or violent acts to create fear among the public and to obtain immediate publicity for their cause(s). Terrorism is no longer an event that only happens somewhere else.

Acts of terrorism range from threats, assassinations, kidnappings, hijackings, bomb scares and bombings, and cyber attacks, to the use of chemical, biological and nuclear weapons. High risk targets include military and civilian government facilities, international airports, large cities, and high profile landmarks. Terrorists might also target large public gatherings, water and food supplies, utilities, and corporate centers. Further, terrorists may spread fear by sending explosives or chemical and biological agents through the mail.

Biological/ Chemical Weapon Attack

Biological warfare agents are organisms or toxins that can kill or incapacitate people, livestock, and/or crops. The three basic groups of biological agents that would likely be used as weapons are bacteria, viruses, and toxins. Most biological agents are difficult to grow and maintain. Many break down quickly when exposed to sunlight or other environmental factors, while others, such as anthrax, are very long lived. Biological agents can be dispersed by spraying them in the air, by infecting animals that carry disease to human beings or by contaminating food and water supplies.

Indicators of possible biological agent usage include:

- Unusual dead or dying animals or fish
- Unusual illness for the region or area
- The presence of unusual liquids, sprays or vapors

Chemical warfare agents are poisonous vapors, aerosols, liquids, or solids that have toxic effects on people, animals or plants. They can be released by bombs, sprayed from airplanes, boats, or vehicles, or used as a liquid to create a hazard to people and the environment. Some chemical agents may be odorless and tasteless. They can have an immediate effect (a few seconds to a few minutes) or a delayed effect (several hours to several days).

Indicators of possible chemical agent use include:

- Unusual dead or dying animals (lack of insects)
- Unexplained casualties (multiple victims; serious illness; nausea; disorientation; difficulty breathing; convulsions, etc.)
- Unusual liquids, spray or vapor (droplets, oil film, un explained odors, low clouds or fog not related to weather)

- Suspicious devices/ packages (unusual metal debris, abandoned spray devices, unexplained munitions)

Steps to take:

- Immediately report any of the above indicators to campus police, 911, and to Environmental Health & Safety. When reporting, be specific about the nature of the involved material and the exact location. Campus police will contact the necessary specialized authorities and medical personnel.
- Move away from the area, device or package and keep others away.
- Do not walk into or touch any of the suspicious material
- Try not to inhale gases, vapors or smoke
- Anyone who may be contaminated should avoid contact with others to the extent possible. Remain in the area and give identification to the campus police.
- If moved outside by the authorities, move to a clear area at least 55 feet away from the affected building(s) and keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.
- Assist emergency personnel as requested
- Do not return to an evacuated building unless told to do so by an authorized official

Surveillance/ Probing Activity

- Report attempts to test or conduct reconnaissance of security operations at critical infrastructure/ key resource facilities, high profile venues, or sector-specific events.
- Report any persons showing uncommon interest in security measures or personnel, entry points or access controls, or perimeter barriers such as fences or walls.
- Report any persons showing uncommon interest in photographing or videotaping critical infrastructures/ key resource facilities, networks, or systems.

- Report any theft of or missing official company identification documents, uniforms, credentials, or vehicles necessary for accessing critical infrastructure/ key resource facilities, or sector- specific events.
- Report all suspicious attempts to recruit employees or persons knowledgeable about key personnel or critical infrastructure/ key resource facilities, networks, or systems.
- Report any theft, purchase, or suspicious means of obtaining plans, blueprints, alarm system schematics, or similar physical security-related or sensitive information related to a facility with critical infrastructure or key resource facilities and systems.
- Report any discovery of documents (particularly foreign language products) containing pictures or drawings of critical infrastructure/ key resource facilities or systems.
- Report any persons near critical infrastructure/ key resource facilities who do not fit the surrounding environment, such as individuals wearing improper attire for conditions or those not normally in the area such as homeless persons, street vendors, demonstrators, or street sweepers.
- Report pedestrian surveillance near critical infrastructure/ key resource facilities involving any surveillance activity of sensitive operations, including photography, videotaping, or extensive note-taking/ use of audio recorder, or mobile surveillance by cars, truck, boats or small aircraft.

Suspicious Parcels and Letters

Be wary of suspicious packages and letters. Biological agents such as anthrax can be transferred to targeted locations using a letter or package in the mail system. Additionally, packages and letters can contain explosives or chemical agents.

Be suspicious of letters or packages exhibiting a combination of the following characteristics:

- No return address or one that is illegible or incorrect
- Excessive postage
- Postmark that does not match the return address

- Hand-written or poorly typed addresses
- Misspelling of common words
- Restrictive markings such as “Confidential” or “Personal”
- Unusual weight, odd shape, or indication of a substance inside the envelope
- Heavily taped exterior of the package or envelope
- Addressed to someone no longer with the organization or otherwise outdated
- Appearance that is stained or has a strange odor

If the contents of a letter or package cause concern after opening, call campus police at 911 or have someone call for you. Identify yourself and provide your location. Then:

- If possible, carefully return the contents to the package or envelope.
- Set the package and contents down in a clear space.
- Do not attempt to investigate the contents and do not allow unqualified personnel to handle the contents or packaging.
- Wash your hands with soap and water or sanitizing gel, if available.
- Follow any other instructions given to you by the campus police.

Active Shooter Incidents

Events of the past years have called attention to the need to be prepared for a wide range of emergencies. The tragedies at Virginia Tech and DeKalb have caused campuses across the country to reassess their level of preparedness. Our police department has for many years conducted training for our officers on responding to an active shooting incident. We continue extensive on-going training for a response to these types of incidents. The awareness and preparedness of members of our community is equally important. We present this information for your use and distribution.

If you witness any armed individual on campus at any time, immediately contact the Police Department via 9-1-1.

In the event of an active shooter incident, please consider taking the following actions:

Contact Authorities:

- Use emergency **9-1-1** system (only one person per room)
- Be aware that the 9-1-1 system will likely be overwhelmed.

Flee the building if safe to do so:

- If it is possible to flee the area safely and avoid danger, do so. Do not attempt to flee if the shooter is between you and the exit. If you are unsure, do not attempt to flee.
- Once outside get far away from the shooting scene and contact the Police Department.
- If you encounter Police Officers as you leave the building they may direct you to one collection point. Keep your hands visible (on your head or showing open in front of you).
- **Do not pull the fire alarm.** It will provide the shooter with more opportunities to cause harm.
- Contact the police via 9-1-1.

If you are unable to flee the building secure your immediate area or move to a safe area if possible:

- Turn off all the lights and close blinds, lock all windows and doors.
- Turn off radios and computer monitors.
- Silence all cell phones.

- If you can do so safely, get everyone on the floor and out of the line of fire.
- Keep everyone calm, quiet and out of sight.
- Take adequate cover/protection (i.e. concrete walls, thick desks, filing cabinets).
- Place signs on exterior windows to identify the location of injured persons.
- Stay in your secure location of the building until an “all clear” instruction is given by an authorized or known voice.
- If the staff or students do not recognize the voice that is giving instruction, they should not change their status. Unknown or unfamiliar voices may be false and designed to give false assurances.

If the shooter enters your class or office

- There is no one procedure that can be recommended in this situation.
- Attempt to get the word out to other staff if possible, and call 911 if that seems practical.
- Use common sense. If hiding or flight is impossible, remain quiet. Attempting to negotiate with the individual may be very dangerous.
- Attempting to overcome the individual with force is a last resort that should only be initiated in the most extreme circumstances.
- Remember, there may be more than one active shooter.
- Be careful not to make any changes to the scene of the incident since law enforcement authorities will investigate the area later.

What to Report:

- Your specific location: building name, floor and office or room number.
- Number of people at your specific location.
- Injuries: number injured and types of injuries
- Assailant(s):
 - Location
 - Number of suspects
 - Race/gender
 - Clothing description
 - Physical features (height, weight, facial hair, glasses, etc.)
 - Type of weapons (long gun or hand gun)
 - Backpack
 - Shooter’s identity, if known
 - Do you hear explosions separate from gunfire?