Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

UNIVERSITY of SOUTH FLORIDA

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

2026
BASIC PLAN



DEPARTMENT OF EMERGENCY MANAGEMENT

PREVENTION. PROTECTION. MITIGATION. RESPONSE. RECOVERY.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Letter of Promulgation

The University of South Florida (USF) is committed to protecting the health, safety, and welfare of the entire university community. This Comprehensive Emergency Management Plan (CEMP) is intended to comply with Florida Board of Governors Regulation 3.001, USF Policy 07-001, and USF Policy 6-010 as a university-wide guide to support this commitment and provide for an efficient and effective all-hazards response to emergencies and disasters. The primary objective of the CEMP is to provide the framework for university entities to protect the health, safety, and welfare of students, faculty, staff, and visitors; protect university assets and the environment, contain and stabilize the incident; and minimize disruption to and provide for timely restoration of university services. In concert with companion plans, exercises, training, and outreach, the CEMP substantially enhances the university's capabilities to prevent, protect against, mitigate, respond to, and recover from hazards. As a component of the Emergency Management program, the CEMP provides guidance to continue to build a culture of preparedness and resiliency throughout the university community.

The CEMP is modular and is built upon the National Planning Frameworks with scalable, flexible, and adaptable concepts based on the National Incident Management System (NIMS) principles to align key roles and responsibilities. This plan shall apply to all personnel participating in prevention, protection, mitigation, response, and recovery efforts. University departments supporting the processes outlined in the CEMP shall maintain their own procedures and guidelines and shall actively participate in training, exercising, and plan maintenance as needed to support this plan.

Participation from the entire university community is paramount to the success of the larger collective emergency management team and program. By leveraging all of our resources, including students, faculty, staff, and a strong network of campus partners, we can collectively determine the best ways to organize and strengthen community assets, capacities, and interests. Community involvement in emergency preparedness, planning, and training efforts is critical in order to enhance the whole community's disaster response and recovery capabilities.

This plan is henceforth approved, thereby enabling activities outlined within this document to be performed within the university's capability.

DocuSigned by:
Moez Limayem
A122F9AE551D48C...

Moez Limayem, PhD
President and CEO

10/27/2026 | 15:32 EDT
Date

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Approval and Implementation

This CEMP was developed by the USF Department of Emergency Management in coordination with university and external stakeholders to develop, implement, and maintain a viable response capability and to establish a comprehensive, all-hazards approach to providing consistent, effective, and efficient coordination across a spectrum of emergency and disaster response activities. The plan allows for flexibility as dictated by the scope and size of the situation and decisions made by university senior leadership. The plan may also be applied to any university sponsored events, whether on or off campus, and all public or private university sanctioned activities. The Director of Emergency Management is responsible for plan oversight and ensuring coordination with applicable stakeholders. The Department of Emergency Management is authorized to amend the CEMP in order to include additions or corrections that maintain or enhance emergency operations, enrich the document, and other changes as applicable and necessary for the fortification of the plan.

Upon signature of all listed parties, this CEMP and its supporting contents are hereby approved. This plan supersedes all previous USF Comprehensive Emergency Management Plans and will remain in effect until amended or rescinded by further promulgation.

DocuSigned by:
Moez Limayem
A9329A1E5...

Moez Limayem, PhD
President and CEO

10/27/2026 | 15:32 EDT
Date

Signed by:
Brian Verkamp
9E9CDD4B...

Brian Verkamp, EdD
Senior Vice President and Chief Administrative Officer

10/26/2026 | 18:21 EDT
Date

DocuSigned by:
Jen Fleischman
1AA6C0F8D...

Jennifer Fleischman, MPA
Associate Vice President of Administrative Operations

10/26/2026 | 08:32 EDT
Date

DocuSigned by:
Grant Gundle
B3ABBFDEF3...

Grant S. Gundle
Director of Emergency Management

10/25/2026 | 14:39 EDT
Date

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Record of Changes

Date	Summary of Changes	Page/Section	Completed By
6/07/17	Initial publication	Entire document	Colette Nasworthy
12/17/19	Full document evaluation and revision based on stakeholder review	Entire document	Colette Nasworthy
12/08/2020	Remove references to "USF System" in accordance with university consolidation. Technical changes made to EPG section.	Entire document	Jen Fleischman
1/21/2021	Updated training requirements to match other documents. Updated CIPG membership.	PP. 20-21 P. 43	Jen Fleischman
2/11/2021	Adjusted ESF descriptions	PP. 27-28	Aisling Carr
6/17/2021	Removed Regional Policy Groups, updated signature page with new positions, added chart with local EOC actions	PP. IV, 32	Andrea Davis
5/21/2024	Full document evaluation. Updated background (sec. I.). Updated location descriptions (II. A.). Updated FDEM region. Included EMAP standards for references. Revised essential personnel language to coincide with USF EP policy. Updated position title changes and names. Updated references. Changed specific IT program and software names to general terms.	Entire document	Grant S. Gundle
08/17/2026	Full document evaluation under new university leadership; incorporating recommendations internal and external parter reviews; and reformatting.	Entire document	Grant S. Gundle & Devanshi Tank

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Table of Contents

Letter of Promulgation ii
Approval and Implementation iv
Record of Changes vi
Table of Contents viii
I. Background 1
A. Purpose 2
B. Scope 2
C. Emergency Management Approach 3
D. Plan Organization 4
E. Assumptions 5
II. Situation 7
A. Locations 7
B. Hazard Identification and Risk Assessment 7
C. Demographics 8
III. Concept of Operations 9
A. Authority 9
B. Disasters and Emergencies 11
C. Emergency Operating Levels 12
D. Incident Types 13
E. Incident Management 14
F. Operational Planning 15
G. Agency Coordination 17
H. Priorities 18
I. Special Event and Contingency Planning 18
IV. Organization and Assignment of Responsibilities 19
A. Roles and Responsibilities 19
B. Detection and Monitoring 28
C. Critical Infrastructure Protection 29
D. Standard Operating Procedures and Checklists 29
V. Direction, Control, and Coordination 30
A. Incident Command 30
B. Emergency Operations Center (EOC) Coordination 32
C. ICS/EOC/ROC Interface 34
D. Information Flow 34
VI. Information Collection, Analysis, and Dissemination 35
A. Intelligence Information and Dissemination 35
B. Alert and Notification: Timely Warning and Emergency Notification 35
C. Joint Information/Public Information 35
VII. Communications 37
A. Warning Point 37
B. Virtual Coordination 37
C. Systems 37

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

VIII. Administration, Finance, and Logistics 38
A. Administration 38
B. Finance 38
C. Logistics Support and Resource Requirements 40
IX. Training, Exercises, and Corrective Actions 42
A. Training 42
B. Exercises 42
C. Evaluation and Corrective Actions 43
X. Public Outreach 44
XI. Plan Development and Maintenance 45
XII. Authorities and References 46
A. Authorities 46
B. References 46
XIII. Acronyms 47
XIV. Definitions 48
Appendix A: Declaration of University State of Emergency Form A-1
Appendix B: Declaration of University Closure Form B-1

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

I. Background

The University of South Florida is a top-ranked research university serving approximately 50,000 students from across the globe at campuses in Tampa, St. Petersburg, USF Health, and numerous partner locations. In 2025, U.S. News & World Report recognized USF with its highest overall ranking in university history, as a top 50 public university for the seventh consecutive year and as one of the top 15 best values among all public universities in the nation. U.S. News also ranks the USF Health Morsani College of Medicine in the highest tier, placing it as one of the top 16 medical schools in the nation and inside the top 10 among public universities. USF is a member of the Association of American Universities (AAU), a group that includes only the top 3% of universities in the U.S. With an all-time high of $750 million in research funding in 2025 and as a top 20 public university for producing U.S. patents, USF uses innovation to transform lives and shape a better future. The university generates an annual economic impact of nearly $10 billion for the state of Florida. USF's Division I athletics teams compete in the American Conference.

For the most up-to-date information about USF, visit https://www.usf.edu/about-usf/

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

A. Purpose

This document serves as the USF Comprehensive Emergency Management Plan (CEMP), the basic all-hazards emergency management plan that details the university's procedures to prevent, protect against, mitigate, respond to, and recover from hazards and threats to the university. These five inter-related mission areas interact in an ongoing cycle of emergency management activities. Individual campus Emergency Operations Plans and additional plan annexes and appendices further develop specific operational guidelines for emergency response and recovery.

B. Scope

This all-hazards plan identifies overarching responsibilities of key individuals/groups and provides guidance to support response and recovery actions that may be activated during an incident or event. This document is applicable to all USF campuses, locations, and entities.

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

This approach provides a number of benefits including:

- Protection of life, property, the environment, essential services, and critical facilities
- Reduced vulnerability and exposure to future crises and disasters
- Diminished post-disaster economic hardship for the campuses and community
- Reduced short-term and long-term recovery and reconstruction costs
- Quicker resumption of university functions, including education, research, and business services
- Increased cooperation and communication within the community through planning, training, and exercising

This is an extremely complex mission that requires coordination, cooperation, and focused effort from the entire university community and its many partners. City, county, state, and federal agencies, and non-governmental and private sector organizations contribute to the successful execution of these initiatives.

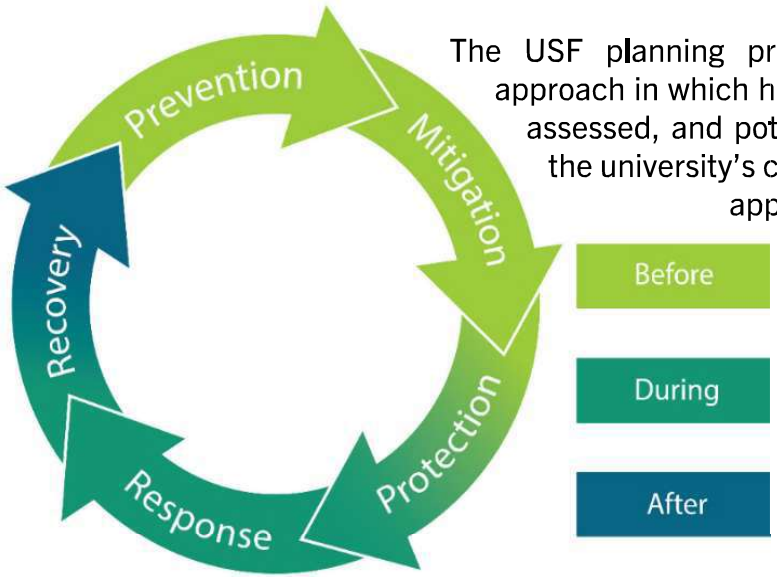
Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

C. Emergency Management Approach

The mission of the field of emergency management is to protect communities by coordinating and integrating activities to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural, technological, or other man-made disasters.

Mission Areas

The Federal Emergency Management Agency's National Preparedness Goal organizes 32 core capabilities that address the greatest risks into 5 mission areas: prevention, protection, mitigation, response, and recovery. The Goal defines what it means for the whole community to be prepared for all types of disasters and emergencies:



The USF planning process is based on an "all-hazards" approach in which hazards are identified, vulnerabilities are assessed, and potential impacts are analyzed. As part of the university's comprehensive emergency management approach, plans are designed to address the results of the hazard analysis and establish an operational approach to activities based on the mission areas, which function in a continuous cycle. Critical activities frequently span across more than one mission area, and boundaries between mission areas during an incident or emergency are often not precise.

The mission areas, as outlined by the National Preparedness Goal, are:

PREVENTION: Prevent, avoid, or stop an imminent, threatened or actual act of terrorism.

PROTECTION: Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.

MITIGATION: Reduce the loss of life and property by lessening the impact of future disasters.

RESPONSE: Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an incident.

RECOVERY: Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by an incident.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Principles of Emergency Management

As described by FEMA, emergency management must be:

COMPREHENSIVE: consider and take into account all hazards, all mission areas, all stakeholders, and all impacts relevant to disasters.

PROGRESSIVE: anticipate future disasters and take preventative and preparatory measures to build disaster-resistant and disaster-resilient communities.

RISK-DRIVEN: use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.

INTEGRATED: ensure unity of effort among all levels of government and all elements of a community.

COLLABORATIVE: create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

COORDINATED: synchronize the activities of all relevant stakeholders to achieve a common purpose.

FLEXIBLE: use creative and innovative approaches in solving disaster challenges.

PROFESSIONAL: value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.

USF abides by these principles and organizes activities accordingly in order to provide a safe living, learning, and working environment for the USF community.

D. Plan Organization

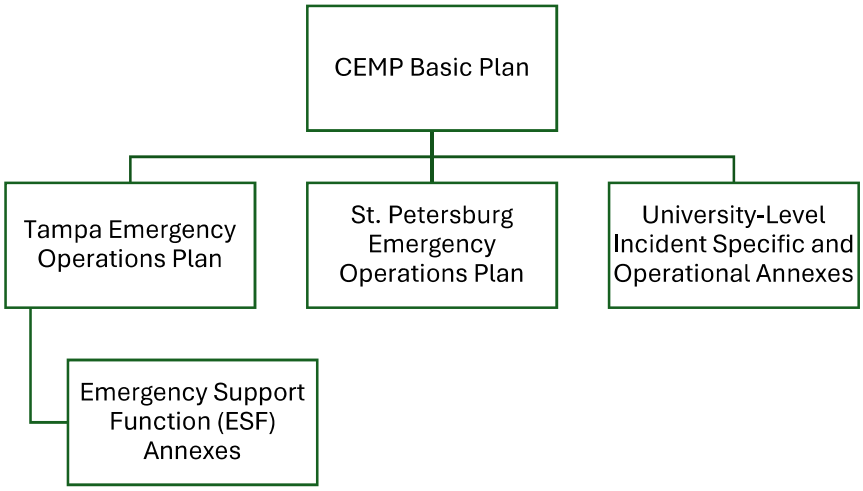
The CEMP consists of various documents that together provide the framework for emergency operations at the university. The CEMP is comprised of the following elements:

- **Basic Plan:** Provides the structure for emergency management operations at USF campuses. It outlines university-wide prevention, protection, mitigation, response, and recovery activities that guide the USF community prior to, during, and after disasters and emergencies. This plan is meant to identify scalable and flexible incident management strategies that are applicable regardless of the size and scope of the incident. This Basic Plan is intended to be a public facing document so that the community better understands the Emergency Management program at USF.
- **Campus Emergency Operations Plans (EOPs):** Per Florida Board of Governors Regulation 3.001, each institution is required to develop policies covering the development and maintenance of an all-hazards based, comprehensive emergency

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

management program. As identified in the USF Policy 6-010, Emergency Management, each USF campus shall develop their own EOP based on the overarching framework identified in the Basic Plan. Disasters and emergencies are dynamic conditions; these plans identify scalable and flexible incident management strategies that are applicable regardless of the size and scope of the incident. Each plan may also contain additional campus-specific hazard, operational, and emergency support function (ESF) annexes. These plans are designated "For Official Use Only (FOUO)" and are exempt from public release under Florida Statute 1004.0962.

- **Incident Specific and Operational Annexes:** Select hazards involving complex emergency operations are designated in accompanying university-level annexes. These annexes are intended to supplement, in detail, beyond what is identified in the Basic Plan. These plans are designated "For Official Use Only (FOUO)" and are exempt from public release under Florida Statute 1004.0962.
- **Emergency Support Function (ESF) Annexes:** Various operations that are employed throughout the span of an emergency are detailed in ESF annexes. These annexes may be applicable at either the campus or university level, dependent upon the function and responsible entity. These plans are designated "For Official Use Only (FOUO)" and are exempt from public release under Florida Statute 1004.0962.



E. Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These planning assumptions are typically based upon anticipation of worst-case conditions. The following planning assumptions are considered:

- Continued analysis of situational data, information, and intelligence may be required to determine the potential impact to USF. Inconsistencies may exist.
- In some situations, scenario complexity and location may dictate that the USF President suspend activities or require evacuation of some or all portions of campuses within the impacted area.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

- Internal preparedness actions and coordination may be taken by USF entities to increase survivability of assets post-incident.
- Resource availability may become strained and/or depleted.
- Vehicular traffic may be restricted and/or congested.
- Critical infrastructure (storm and wastewater facilities, potable and fire protection water, primary power, emergency power, street lighting, traffic signals, chilled and hot water production/distribution, telecommunications, network infrastructure, etc.) may be interrupted or inoperable.
- Emergency response agencies may suspend response activities, and/or response times may be longer than normal. A percentage of the population may be isolated and unable to receive emergency care or assistance.
- Roadways, bridges, and overpasses may be closed, damaged, or covered in debris.
- Information about the status and operations related to the incident may be sporadic, incomplete, and inaccurate.
- Information sharing may be critical in restoring USF operations.
- Structural damage caused by high winds and flying debris may cause injuries and displacement of people.
- Communications and contact with family and homes may be interrupted.
- Emergencies may require cooperation/coordination among internal USF departments and external governmental and non-governmental agencies.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

II. Situation

A. Locations

The university consists of two campuses located within two counties and one Florida Division of Emergency Management (FDEM) defined region. Various USF-affiliated geographically separated units are situated throughout the state, such as the Sarasota teach-out site and Keys Marine Lab located in Monroe County.

The **Tampa** campus is the main campus, located in Hillsborough County under the jurisdiction of the City of Tampa, and is within FDEM Region 6. The Tampa campus is comprised of the main academic campus and USF Health. USF Health in downtown Tampa is the doctoral-granting, research-intensive member of the university. The Tampa campus is the home of the Yuengling Center, Moffitt Cancer Research and Treatment Center, USF Health Byrd Alzheimer's Institute, Morsani Center for Advanced Health Care, the Florida Mental Health Institute, the Florida Center for Cybersecurity, and the Center for Urban Transportation and Research, along with numerous other clinics and research partners. The USF Research Park stretches to both the north and south sides of Fowler Avenue, and houses both faculty laboratories and offices as well as corporate partners.



The **St. Petersburg** campus is located in Pinellas County under the jurisdiction of the city of St. Petersburg and is within FDEM Region 6. The USF St. Petersburg campus offers programs in the arts and sciences, business, education, nursing, and marine science within a student-centered environment. The campus distinguishes itself by its urban waterfront location in a vibrant downtown, and its focus on undergraduate research, civic engagement, sustainability and small class sizes. The campus maintains collaborative ties with neighboring institutions, including the U.S. Geological Survey, the Florida Fish and Wildlife Conservation Commission, the National Oceanographic and Atmospheric Administration and many others.

B. Hazard Identification and Risk Assessment

USF is vulnerable to the effects of a number of different types of natural, technological, and human-caused hazards. These hazards are fully defined and analyzed in the USF Hazard Identification & Risk Assessment (HIRA) document. The following chart represents the

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

hazards to which the university is vulnerable to, as defined by the HIRA. The hazards are not listed in priority order, and individual campus hazard vulnerabilities and probabilities are identified within the HIRA.

Natural Hazards	Human and Technological Hazards
Flooding	Hazardous Materials
Tropical Cyclone	Utility Failure
Severe Thunderstorms	Structure Fire
Wildland Fires	Civil Disturbance
Drought and Extreme Heat	Domestic Security Incident
Winter Storms and Freezes	Epidemic/Disease Outbreak
Sinkholes and Subsidence Incidents	Major Transportation Incidents
	Cyber Incident
	Algal Bloom

C. Demographics

The USF community is comprised of over 50,000 students, including nearly 4,500 international students representing 150 countries and nearly 7,000 residential students, and more than 16,000 faculty and staff. A wide range of activities occur in the nearly 300 buildings of the two campus locations. A further breakdown of each campus demographic can be found on the USF website.

The USF population includes those who may be determined as an At-Risk Population. These are individuals or groups whose needs are not fully addressed by traditional service providers or who feel they cannot comfortably or safely use the standard resources offered during preparedness, response, and recovery efforts. These groups include people who are physically or mentally disabled (e.g., blind, deaf, hard-of-hearing, have learning disabilities, mental illness and/or mobility limitations), people with limited English language skills, geographically and/or culturally isolated people, homeless people, senior citizens, and/or children.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

III. Concept of Operations

A. Authority

Administration of the Emergency Management Program

The USF President has the authority to direct and coordinate disaster operations and may delegate this authority to appropriate personnel depending on the scope of the incident. USF Policy 6-010 identifies delegated authority for administration and coordination of the Emergency Management program.

Emergency Declaration and University Closure

Only the USF President, Florida Governor, or their respective designees has the authority to close all or a portion of the USF campuses, cancel classes, transition to remote learning/work, and/or require full campus evacuations. When a disaster or emergency produces, or is likely to produce, conditions that have the potential to adversely impact the life, health, and safety of individuals and university property and/or are beyond the scope of control and resources of the university, the USF President may declare a University State of Emergency (Appendix A) and/or Declaration of University Closure (Appendix B). These declarations may be applicable at the university or campus level.

A declaration request may be initiated at the Emergency Operations Center (EOC) or Executive Policy Group (EPG) level. If the EOC Director or designee has assessed the incident and determines the need for a Declaration and/or Closure, the EOC Director or designee may request that the USF President enact the declaration(s). The declaration request will be communicated from the EOC Director to EPG Liaison, who will facilitate the declaration process for the applicable campuses/locations.

Declared emergencies or disasters may result in changes to normal operations, including, but not limited to activation of essential personnel; activation of emergency purchasing procedures; activation of Continuity of Operations (COOP) plans; transition to remote work and learning; and activation of the EOC. Adjustments to normal operations in response to an emergency or disaster situation are not dependent upon declaration of a University State of Emergency.

Local and/or state emergency declarations may also occur based on the scope of the incident. Per the Robert T. Stafford Disaster Relief and Emergency Assistance Act, should specific thresholds be met, the President of the United States of America may declare either an Emergency Declaration or a Major Disaster Declaration. Major disaster declarations may result in the availability of additional assistance and/or resources. Per Florida Statute 252, the Governor of Florida may also declare a State of Emergency to release state-owned assets to assist local and county governments. This process shall be managed in close partnership with Offices of Emergency Management at the local, county, and state levels.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

In the event that the USF President is not available when an incident occurs, the line of succession aligns with USF Delegation No. D-1 in USF Policy 0-100, Delegations of General Authority and Signatory Authority.

The EPG liaison will immediately notify the EOC Director or designee upon signature of a University State of Emergency and/or Declaration of University Closure. If a determination is made to cancel classes at or close any part of a USF campus or location, the USF President or Chief of Staff shall immediately notify the following positions:

- Chair, Board of Trustees
- Chancellor, Florida Board of Governors
- Provost and Executive Vice President for Academic Affairs
- Senior Vice President and Chief Administrative Officer
- Vice President for Business and Finance and Chief Financial Officer
- Vice President for Communications and Marketing and Chief Marketing Officer

Building Evacuation and Emergency Mode

Any person may initiate the evacuation of an office, classroom, or building when there is an imminent hazard. USF public safety officials have the authority to order the evacuation of buildings. An evacuation of a building may not result in the cancellation of classes or the closing of all or part of the university. Should an evacuation of a building significantly impact the ability of the university to reconvene normal class schedules, appropriate leaders will coordinate options as available. Separate approval through the Presidential Declaration of Emergency Process may be required for broad cancellation of classes or partially or fully closing any educational facility. Any absences resulting from closures will be handled in accordance with university leave policies and procedures.

Dependent on the size and scope of an incident, one or more campuses may close, and buildings may be placed into “emergency mode,” with only a limited number of personnel having pre-approved card swipe access. During this physical campus closure, remote work and online courses may still continue at the discretion of the USF President.

Plan Implementation

When an incident occurs, the Incident Commander (IC), in conjunction with the EOC Director or designee, as needed, will implement the CEMP and any necessary plans or annexes to supplement the plan; however, portions of the plan are always active and implemented. The following actions will occur simultaneously in the implementation process, as dictated by the needs of the incident.

- Determination of the size and scope of the incident, and initiation of the appropriate emergency plans.
- Establishment of an appropriate Incident Command Post (ICP) and/or EOC.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

- Notification to appropriate emergency response personnel. Notification will advise the nature of the incident and any necessary actions, to include reporting to the ICP or EOC.
- Notification to any necessary external first responder agencies.
- Notification to the EPG.

B. Disasters and Emergencies

The university has adopted the definitions of disasters and emergencies from Florida Statute 252 to guide emergency operations. These are defined as follows:

Disaster: Any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States.

Disasters are identified by the severity of resulting damage, as follows:

- **Catastrophic Disaster:** disaster that will require massive state and federal assistance, including immediate military involvement.
- **Major Disaster:** disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.
- **Minor Disaster:** a disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

Emergency: any occurrence, or threat thereof, whether natural, technological, or manmade, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property.

Emergencies are categorized by source, as follows:

- **Manmade Emergency:** caused by an action against persons or society, including, but not limited to, enemy attack, sabotage, terrorism, civil unrest, or other action impairing the orderly administration of government.
- **Natural Emergency:** caused by a natural event, including, but not limited to, a hurricane, a storm, a flood, severe wave action, a drought, or an earthquake.
- **Technological Emergency:** caused by a technological failure or accident, including, but not limited to, an explosion, transportation accident, radiological accident, or chemical or other hazardous material incident.
- **Public Health Emergency:** caused by any occurrence, or threat thereof, whether natural or manmade, which results or may result in substantial injury or harm to the public health from infectious disease, chemical agents, nuclear agents, biological toxins, or situations involving mass casualties or natural disasters, declared as a public health emergency by the State Health Officer.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Emergencies and disasters may also be referred to as incidents or events in emergency plans.

C. Emergency Operating Levels

Emergency operations are classified within four levels, as dictated by the incident/event type and response needs:



Level 4: Normal Operations | Normal operating status. Routine operations with no incident or event anticipated.



Level 3: EM Monitoring | Emergency Management engaged and monitoring. No EOC activation. Notification will be made to response personnel who would need to take action as part of their everyday responsibilities, either remotely or virtually.



Level 2: Partial Activation | Limited activation. Applicable ESFs will be notified and will staff the EOC. Activation may extend beyond the regular workday and require round-the-clock monitoring.



Level 1: Full Activation | All ESFs will be notified, and applicable personnel will staff the EOC. Activation will likely extend beyond the regular workday and require round-the-clock monitoring.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

D. Incident Types

The university classifies incidents based on complexity and anticipated level of response. The IC, in coordination with Emergency Management, will determine the incident type based on information known at the time of assessment. This does not constrain or limit an incident to a particular level of response. Incidents expand and contract, and the level of response and resources required will remain proportionate to the needs of the incident.

	DESCRIPTION	POTENTIAL INCIDENTS
 TYPE 1: **MAJOR INCIDENT**	• Complex incident, seriously impacting or impairing campus operations and affecting life-safety. • Outside resources and multiple operational periods expected. • Typically, a full EOC and ROC activation.	• Mass casualty incident • Large scale hazmat or biological incident • Public health emergency • Tropical cyclone impacting campus • Tornado impacting campus • Wildland Fire • Major transportation incident • Extended full-campus power outage

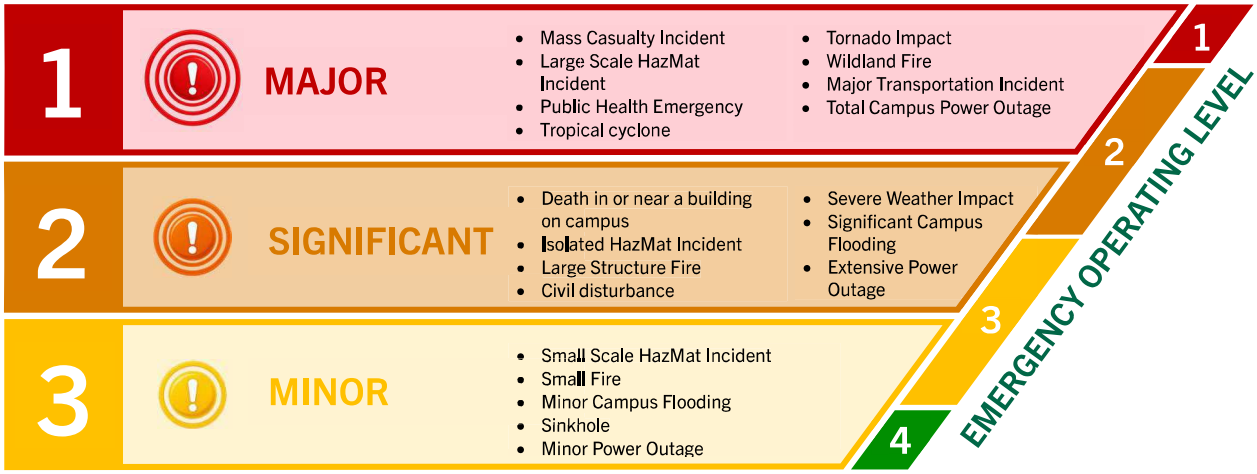
	DESCRIPTION	POTENTIAL INCIDENTS
 TYPE 2: **SIGNIFICANT INCIDENT**	• Serious incident that disrupts one or more operations of the campus and may affect mission-critical functions or life safety. • May require assistance from external organizations. • Portions of the campus may not be accessible to students, faculty, and staff and may require the evacuation of partial sections of the campus. • Coordination between departments is required. • The EOC, ROC and/or a DOC may be activated.	• Death in or near a building on campus • Isolated hazmat or biological incident • Large structure fire • Civil disturbance • Severe weather impact • Significant campus flooding • Extended localized power outage

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

	DESCRIPTION	POTENTIAL INCIDENTS
TYPE 3: **MINOR INCIDENT**	• Localized incident that is quickly resolved with internal resources or limited external resources and does not affect overall function of the campus. • The EOC, ROC, and/or DOC may be activated.	• Small scale hazmat or biological incident • Small fire • Minor campus flooding • Sinkhole • Minor power outage

Incident types are correlated with an expected emergency operating level. The examples provided are not inclusive of all potential emergencies or disasters, and determination of the emergency operating level will be based on the actual impacts experienced.

Incident Type



E. Incident Management

Under the direction of Homeland Security Presidential Directive 5 (HSPD-5), USF maintains an all-hazards approach in the development and execution of programs, policies, plans, and procedures in support of emergency operations. The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, non-governmental organizations, and the private sector to work seamlessly, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. While NIMS provides the template for the management of incidents, the National Response Framework (NRF), as defined by Presidential Policy Directive 8 (PPD-8), provides the structure and mechanisms for national-level policy for incident management. Adoption and comprehension of NIMS and NRF principles assists the university in successfully coordinating and engaging response entities.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

As a component of NIMS, USF utilizes the Incident Command System (ICS) as the incident management system for response and recovery operations. ICS enables effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications into a common organizational structure. ICS can be used to organize both short-term and long-term field-level operations for a broad spectrum of emergencies and pre-planned events. ICS, by design, encompasses the following concepts:

Common Terminology	Integrated Communications
Modular Organization	Establishment and Transfer of Command
Management by Objectives	Unified Command
Incident Action Planning	Chain of Command and Unity of Command
Manageable Span of Control	Accountability
Incident Facilities and Locations	Dispatch/Deployment
Comprehensive Resource Management	Information and Intelligence Management

F. Operational Planning

Operational Periods

An operational period is the period of time scheduled for execution of a given set of operational actions. Operational periods can vary in length and generally will not exceed 24 hours. The Incident Commander or EOC Director will determine the length of the operational period for an event or incident, based on expected length of response and consideration for personnel safety.

Battle Rhythm

A battle rhythm is a deliberate cycle of activities intended to synchronize current and future operations. This may include scheduled conference calls, Situation Report dissemination times, and any other scheduled activities to support event/incident coordination. A battle rhythm will be established for operational coordination and situational awareness efforts by the EOC Director as soon as reasonably possible following activation. The battle rhythm will be communicated to appropriate stakeholders via email and/or the EOC software.

Incident Action Plans

The Incident Action Plan (IAP) formally documents the objectives and response strategy for management of the incident or event. Sound, timely planning provides the foundation for effective incident management. The planning process represents a template for strategic, operational, and tactical planning that includes all steps that an Incident Command/Unified Command and other members of the Command and General Staff should take to develop and disseminate an IAP. The planning process may begin with the scheduling of a planned event, identification of a credible threat, or initial response to an actual or impending incident. The following steps should be followed in order to develop an effective plan throughout the planning process:

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

1. Analyze the situation, including future developments
2. Establish incident objectives and strategy
3. Develop the plan
4. Prepare and disseminate the plan
5. Execute, evaluate, and revise the plan

The requirement for an IAP will be at the discretion of the EOC Director and/or IC. The initial IAP will be developed by the Planning Coordination Section in coordination with the IC, EOC Director, and Operations Coordination Section Chief. Subsequent IAPs will be developed by the Planning Coordination Section at the beginning of each operational period of an event or incident utilizing operational objectives determined by the IC and/or Operations Coordination Section Chief of the previous operational period. A planning meeting may be held by the Planning Coordination Section Chief prior to the start of the next operational period to determine and document the objectives for that period.

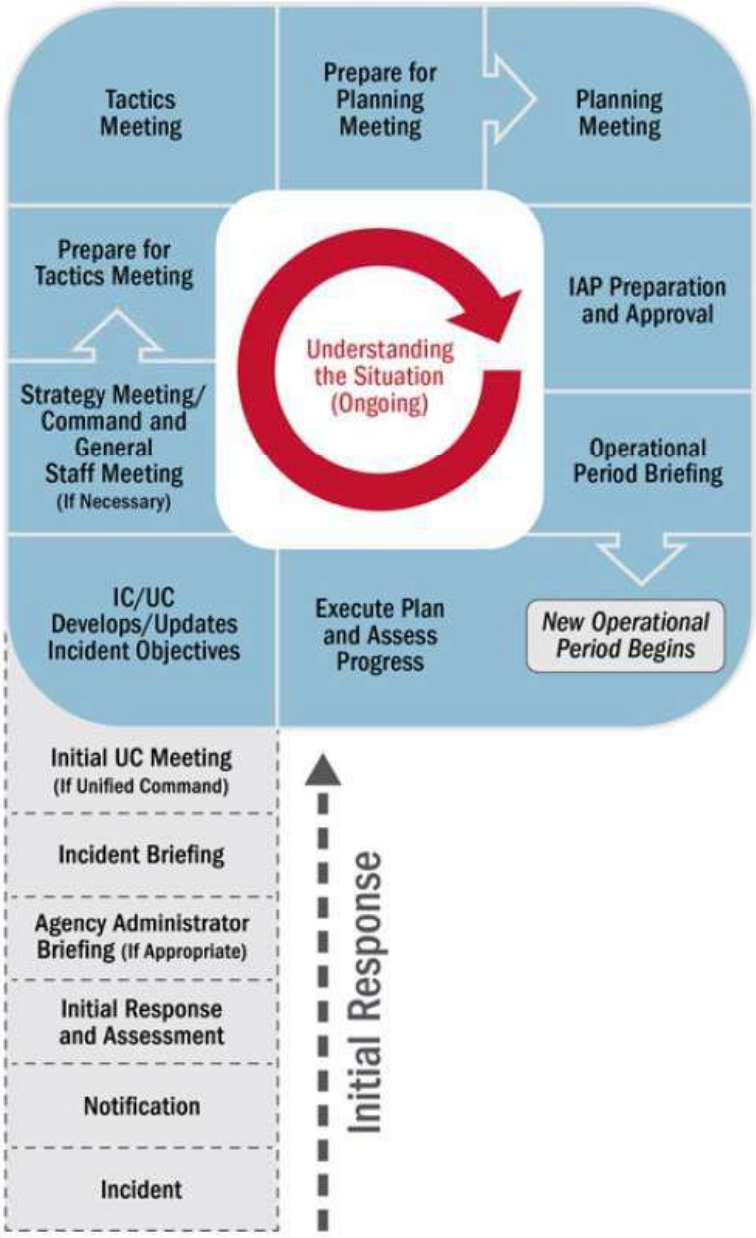
The Planning "P" is a depiction of the cyclical guide to the process and steps involved in planning the response to an incident.

FEMA ICS forms will be used in the development of the IAP. An IAP may be developed for: pre-planned events; incidents spanning more than one operational period; incidents involving more than one department or jurisdiction; and any complex incident.

An IAP may include the following:

- ICS 202: Incident Objectives
- ICS 203: Organization Assignment List
- ICS 204: Assignment List(s)
- ICS 205: Incident Radio Communications Plan
- ICS 206: Medical Plan
- Other supporting documentation, as needed: incident/event maps, weather reports, staffing plans, parking plans, applicable SOPs, etc.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931



G. Agency Coordination

Each campus, in coordination with the Director of Emergency Management, manages campus-level incidents by coordinating and utilizing all available resources applicable to the incident. A university approach may be employed for incidents affecting multiple locations, or when resource needs are exceeded at a campus level. Should additional assistance be needed, USF will coordinate with the local county's Emergency Management offices and/or external stakeholders. Additional assistance requests may be made for state and federal assistance under defined policies and statutes.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Tampa campus maintains the USF EOC. The St. Petersburg campus maintains a Regional Operations Center (ROC). A ROC may be activated to coordinate, prioritize, and manage resources during disasters or emergencies affecting the St. Petersburg campus. The EOC may be activated to coordinate, prioritize, and manage resources during disasters or emergencies affecting the Tampa campus and during severe disasters or emergencies affecting multiple USF locations. The EOC may also be activated to support the ROC. The EOC is designed and staffed to support ICs engaged in field-based operations with resource fulfillment and agency cooperation and participation. In lieu of activating the EOC to support the ROC, specific EOC personnel may be required to report to the ROC.

Additional information regarding location-specific agency coordination can be found in the campus EOPs.

H. Priorities

In addition to all procedures outlined in the CEMP, the following operational priorities exist for the management of disasters and emergencies affecting the university:

- Protection of human life
- Support of health, safety, and basic care
- Protection of property, assets, and the environment
- Restoration of essential utilities
- Restoration of essential programs
- Coordination among appropriate stakeholders
- Incident stabilization

I. Special Event and Contingency Planning

USF Policy 6-028, Activities, Signage, and Use of Public Space, establishes parameters for the use of public spaces for activities at USF to ensure the safety of the USF community, the continuity of operations, and the engagement of the university campuses and locations.

Though participant population establishes a benchmark for emergency management activity, this shall not be a sole deciding factor in incorporating emergency management strategies. Thresholds will be based on the total number of people anticipated to attend, the impact on the university's ability to respond to a large-scale emergency or disaster, and the exceptional demands that the activities place on the university's response services and resources. In these situations, the activity may dictate additional planning, preparedness, and mitigation efforts of local emergency response and public safety agencies, as well as cooperating and participating agencies.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

IV. Organization and Assignment of Responsibilities

A. Roles and Responsibilities

Varying levels of university administration are involved in the management of emergencies and disasters. Coordination with partner external agencies may also be necessary in order to facilitate an effective response or gain access to additional resources. These groups and their associated responsibilities are identified as follows:

The Board of Governors (BOG)

USF BOG Regulation 3.001 outlines the campus emergency management authority for the BOG. The BOG Chancellor shall designate an Emergency Coordination Officer (ECO) and alternate for the Board of Governors and the State University System (SUS). The BOG ECO shall develop a communications protocol that provides SUS-level emergency notification, response, and coordination of effort, as may be appropriate. The BOG ECO shall coordinate with the Florida Division of Emergency Management (FDEM) on emergency management issues and serves as the designated liaison to university emergency management contacts.

USF Board of Trustees (BOT)

The USF Board of Trustees is responsible for cost-effective policy decisions appropriate to the university's mission and the implementation and maintenance of high-quality education programs within the laws and rules of the State. The BOT maintains responsibility for interpreting BOG Regulations and setting priorities for the university to be carried out by the USF President.

USF President

The USF President provides the assurance that the university maintains compliance with all applicable federal, state and local requirements related to emergency management and maintains the authority to close all or portions of USF properties. The President also Chairs the EPG and promotes, communicates and supports emergency management programs and initiatives throughout the university. Per USF Policy 6-010, the USF President maintains the authority to delegate disaster and emergency management responsibilities. Delegated authorities may vary per incident.

Executive Policy Group (EPG)

The EPG maintains responsibilities for university-wide strategic decision-making during emergencies and disasters, including campus closings, class suspension, administrative leave for employees, and communication releases. The core EPG will hold emergency meetings to determine the university's strategic course of action. Depending on the size and scope of the emergency, members of the expandable EPG may also be requested to attend the EPG meetings. The core and expandable EPG groups are comprised of the positions listed below. The USF President maintains the authority to invite additional participants, such as ICs or Technical Specialists, to EPG meetings as non-EPG members to provide situation updates or subject matter expertise. Should a member of the EPG be unavailable to fulfill their position, a designee may be appointed to satisfy the role.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Core Executive Policy Group
USF President (Chair)
Provost and Executive Vice President for Academic Affairs
Executive Vice President for USF Health
Senior Vice President for Legal Affairs and General Counsel
Senior Vice President and Chief Administrative Officer
Vice President and Chief of Staff
Vice President for Communications and Marketing and Chief Marketing Officer
Vice President for Business and Finance and Chief Financial Officer
Chief Executive Officer of USF Athletics
Vice President for Student Affairs and Student Success
Associate Vice President of Administrative Operations (EPG Liaison)
Assistant Vice President for Public Safety and Chief of Police
Director of Emergency Management (EPG Liaison)

Expandable Executive Policy Group
Senior Vice President for Strategic Partnerships
Senior Vice President of Advancement and Alumni Affairs
Vice President of Government Relations
Vice President for Digital Experiences and Chief Information Officer
Vice President and Chief Human Resources Officer
Vice President of Office of International Services, USF World
Senior Associate Vice President of Research and Innovation
Regional Chancellor of USF St. Petersburg campus
Associate Vice President, Construction, Facilities, and Real Estate

EPG Liaison

The EPG Liaison is responsible for translating operational activities to information appropriate for EPG decision-making. The role coordinates with both the EOC and EPG to ensure information sharing, decision-making, and associated objectives occur timely.

Regional Chancellor

The Regional Chancellor provides resources to support emergency management initiatives, programs, and emergency operations at the St. Petersburg campus. The Chancellor provides resources, personnel, and support as needed to the Emergency Management Program to plan for, respond to, recover from, and mitigate against all hazards which threaten personnel and assets.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Department of Emergency Management (DEM)

DEM is a university-wide function that provides leadership for all-hazards emergency operations plans, procedures, and policies. DEM serves as the central coordinating entity and liaison among USF campuses/entities for asset protection and communication with federal, state, and local governmental and non-governmental agencies and continually analyzes threats and risks that may impact the university.

Director of Emergency Management

The Director serves as the university's emergency management contact (as identified in Florida Board of Governors Regulation 3.001) and serves as the liaison to external stakeholders on emergency management issues. The Director is responsible for implementing the USF Emergency Management Program, including the CEMP, COOP plans, and EM programs; coordinating emergency management activities for the university; and serving as the point of contact for incident management system implementation.

University Departments and Operating Units

All university departments and operating units are responsible for supporting emergency management planning and response efforts by developing and maintaining departmental emergency plans and procedures and training staff on emergency procedures to support an all-hazards approach to any situation.

Select university departments/operating units may activate a Department Operations Center (DOC) in response to small-scale or contained incidents that do not require full coordination of the EOC and/or ROC. A DOC may also be activated in conjunction with the EOC and/or ROC in support of an incident response.

Essential Personnel

During emergencies, disasters, or other events as deemed appropriate by the USF President or designee, essential operations and certain functions at USF campuses and locations must be supported, maintained, or recovered to allow for continuity of operations. In order to provide for the safety and well-being of the campus community and to continue essential operations, certain designated employees will need to work during an emergency event. These designated Essential Personnel shall report to campus or work remotely if/when directed by their supervisor. Supervisors will be responsible for notifying and activating the appropriate Essential Personnel needed to support and carry out essential operations. Only those personnel designated as Essential Personnel may be required to work during an emergency event. See USF Policy 6-037 for additional information about Essential Personnel.

Essential Personnel are subject to minimum training requirements based on their level of involvement in emergency operations. Minimum training requirements for Essential Personnel can be found in the Training section of this plan as well as USF Policy 6-037. Benefits and hours of work during an emergency will be administered within University Regulations and Policies and any applicable federal or Florida law.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Individuals

Each individual member of the USF community is responsible for reporting emergency situations to the appropriate public safety authority, following direction from public safety officials, and taking appropriate actions to minimize loss of life and property. Each individual is also responsible for planning to care for themselves, their families, their co-workers and students, to the best of their ability, so that the individual is a stronger member of the USF community.

Additional emergency management-related roles and responsibilities can be found in USF Policy 6-010, Emergency Management.

On-Scene Operational Roles and Responsibilities

The Incident Command System is scalable and flexible to meet the needs of the incident; therefore, all positions may not be activated in an incident response. The IC will make decisions as to the activation of additional positions.

Incident Commander (IC)

The IC is responsible for all incident activities, including the development of strategies and tactics based on the nature of the incident, available resources, and implementing university policies. The IC is also responsible for ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

In some instances, the characteristics of the hazard and incident dynamics may dictate an individual from a different discipline assumes the role of IC and a transfer of command may be necessary in order to allow the most appropriate official to manage the event. Transfer of command may also occur at the start of a new operational period.

Command Staff

The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. Command Staff report directly to the IC. In the absence of designated individuals to fulfill these roles, the IC assumes responsibility for the functions of the position(s). Command Staff positions may also be assigned assistants, as needed to support the function.

Command Staff Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions or simply assist in managing the workload associated with the position. The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

Public Information Officer (PIO)

The PIO is responsible for interfacing with the public and media or with other agencies with incident-related information requirements. The PIO is responsible for

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

coordination and dissemination of information including, but not limited to incident size and scope, cause, ongoing situational information, protective actions, resources, and other matters relevant to the incident.

During an incident, the PIO, in coordination with ESF 14 and the Joint Information Center (JIC), will coordinate the establishment of a media staging location.

Assistant PIOs may be assigned to the field or JIC or assigned to handle internal information.

Liaison Officer (LO)
The LO is responsible for coordinating with representatives from cooperating and assisting agencies and departments.

Assistant LOs may coordinate with specific agency representatives or groups of representatives.

Safety Officer (SO)
The SO is responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The SO holds the authority to stop any and all unsafe activity.

Assistant SOs may have specific responsibilities, such as aviation, hazardous materials, etc.

General Staff

The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. Each General Staff position may assign Deputy positions as needed to support the operations.

Operations Section Chief
The Operations Section Chief is responsible for developing and implementing strategy and tactics to accomplish the incident objectives. The Operations Section Chief organizes, assigns, and supervises all the tactical or response resources assigned to the incident, makes situation changes to the Incident Action Plan, and reports such changes to the IC and EOC Director. The Operations Section Chief oversees the field teams focused on reducing the immediate hazard, saving life and property, establishing situational control, and restoring normal operations. Based on available information and resources, the Operations Section Chief will activate appropriate Operations Section units necessary for incident response.

Planning Section Chief
The Planning Section Chief is responsible for the collection, evaluation, and dissemination of incident situation information and intelligence for incident management personnel, and for the preparation and documentation of Incident

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Action Plans. The Planning Section Chief provides information needed to understand the current situation, predicts the probable course of incidents, assists in preparing alternative strategies, and coordinates with the General Staff and Command Staff. Based on the needs of the incident, the Planning Section Chief will activate appropriate Planning Section units.

Logistics Section Chief
The Logistics Section Chief is responsible for coordination of facilities, transportation, communications, supplies, food services, and medical services for the incident. The Logistics Section Chief provides coordination support to the Finance/Administration section. Based on the needs of the incident, the Logistics Section Chief will activate appropriate Logistics Section units.

Finance/Administration Section Chief
The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident, including procurement, providing financial and cost analysis information as requested, ensuring compensation and claims functions related to the incident are addressed, and ensuring that personnel time records are accurately completed. Based on the needs of the incident, the Finance/Administration Section Chief will activate appropriate Finance/Administration Section units.

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, examples of potentially necessary specialists are:

- Weather Specialist
- Environmental Specialist
- Flood Control Specialist
- GIS Specialist
- Public Health Specialist
- Legal Specialist
- Documentation Specialist
- Water Use Specialist
- Fuels and Flammable Specialist
- Hazardous Substance Specialist
- Fire Specialist
- Structural Engineer
- Training Specialist

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

EOC Roles and Responsibilities

When activated, EOC personnel support the coordination and planning of on-scene operations. The following roles may be utilized during an activation of an EOC. Activated positions are at the discretion of the EOC Director, and all positions may not be filled.

EOC Director

In synchronization with the ESFs, and guided by the EPG, the EOC Director will provide the overall strategy for the EOC and establish EOC operational priorities. The EOC Director coordinates the flow of information between the EOC and the EPG and ensures EOC personnel have access to resources necessary to facilitate completion of tasks.

Operations Coordination Section

The Operations Coordination Section is responsible for coordinating tactical operations in support of the incident response and implementation of the Incident Action Plan. The Operations Coordination Section includes the ESFs focused on reducing the immediate hazard, saving life and property, establishing situational control, and restoring normal operations. Operations Coordination Section staff serve as the primary points of contact for on-scene response personnel within their respective functions. They coordinate closely with personnel at the incident to identify and address unmet resource needs.

The Operations Section Chief provides coordination support to the Operations Section, activates ESFs as needed to support the incident, and coordinates with other EOC General Staff as necessary to support the overall function of the EOC.

Planning Coordination Section

The Planning Coordination Section collects, evaluates, and disseminates incident situation information and intelligence for incident management personnel. The Planning Coordination Section prepares status reports, displays situational information, maintains the status of resources assigned to the incident, and prepares and documents the Incident Action Plan (IAP), in coordination with the other EOC General Staff.

The Planning Section Chief provides coordination support to the Planning Section, activates ESFs as needed to support the incident, and coordinates with other EOC General Staff as necessary to support the overall function of the EOC.

The Situation Unit Leader collects, processes, and organizes ongoing situation information, prepares situation reports, prepares numerical and graphical projections and displays incident information relating to movement, growth, mitigation or intelligence activities, coordinates mapping, and projects and forecasts changes to provide and maintain a common operating picture.

The Documentation Unit Leader maintains accurate, complete and up-to-date incident files, ensures each section maintains and provides appropriate documents for post-incident documentation purposes, and compiles, reproduces, and distributes the IAP.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Logistics Coordination Section

The Logistics Coordination Section is responsible for coordinating facilities, services, and materials. The Logistics Coordination Section develops sources for obtaining material support from resources both within and outside the university.

The Logistics Section Chief provides coordination support to the Logistics and Finance/Administration Section, activates ESFs as needed to support the incident, and coordinates with other EOC General Staff as necessary to support the overall function of the EOC.

Finance/Administration Coordination Section

The Finance/Administration Coordination Section is responsible for coordinating administration and finance, to include documenting incident costs, administrative functions, and financial considerations. The Finance/Administration Coordination Section provides administrative support.

The Finance/Administration Section Chief provides coordination support to the Finance/Administration Section; collects, records, and develops recommendations related to the incident costs; performs cost-effectiveness analyses; collects, records, and maintains all time data and cumulative time records; determines personnel and equipment for which staff will keep time; activates ESFs and units as needed to support the incident; and coordinates with other EOC General Staff as necessary to support the overall function of the EOC.

The Compensation/Claims Unit Leader reviews and coordinates procedures for handling compensation and claims, maintains cumulative incident compensation and claims data, determines status of accident- and injury-related investigations, advises on the nature and status of all existing and potential claims, and coordinates closely with the Cost Unit.

The Procurement Unit Leader administers all financial matters pertaining to vendor contracts, leases, and fiscal agreements, administers documentation associated with equipment rental and supply contracts, prepares and authorizes contracts and land-use agreements, and ensures effective and timely contract close-out.

Emergency Support Functions (ESFs) & Campus Response Teams (CRTs)

ESFs and CRTs are staffed by individuals whose emergency functions parallel their non-emergency campus business functional areas of responsibility. ESFs provide the structure for coordinating emergency response efforts and are responsible for staffing the EOC, while CRTs provide the structure for coordinating emergency response efforts and are responsible for staffing their campus ROC.

ESFs and CRTs:

- Are activated based on the extent and scope of the incident.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

- Develop plans and procedures within functional areas of responsibility that contribute to emergency operations.
- Provide logistical and policy support to the IC, EOC, and/or ROC.
- Develop strategies and objectives based on EPG priorities for ensuring the response, recovery, and business continuity of the university.

The following is a listing of the ESFs that may be utilized by the university. The numbering system is used to align with local and state ESFs to provide for more efficient coordination between entities. Membership of a Campus CRT is defined within the respective campus EOP.

Emergency Support Function		Description
ESF 1	Transportation	Manages transportation systems, roadways, and transportation resources.
ESF 2	Communications	Coordinates communications and IT infrastructure.
ESF 3/12	Public Works and Debris	Coordinates mitigation against and response to public works critical infrastructure failures. Coordinates debris management operations. Coordinates engineering and facilitates key resource restoration, including the re-establishment of damaged energy and utility systems and services. Coordinates agriculture and natural resources.
ESF 4	Firefighting	Coordinates support for firefighting and fire protection services.
ESF 5	Information & Planning	Supports and facilitates planning and coordination for operations; develops incident action plans and situational reports in support of incident objectives and operations; and provides a common operating picture through information collection, analysis, and dissemination. Manages external agency coordination.
ESF 6/8	Mass Care / Health & Medical	Coordinates the delivery of mass care, emergency assistance, housing, sheltering, and human services. Coordinates medical, public health and behavioral health services. Coordinates the intake and placement of volunteers in support of disasters and emergencies.
ESF 7	Resource Support	Coordinates comprehensive incident resource and logistics planning, procurement, and management. Manages mutual aid.
ESF 9	Search and Rescue	Coordinated through ESF 16, Law Enforcement.
ESF 10	Hazardous Materials	Coordinates response to hazardous material incidents, including biological, chemical and radiation related materials.
ESF 11	Food and Water	Coordinates resources to provide food and water to disaster survivors and emergency personnel.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Emergency Support Function		Description
ESF 13	Military Support	The university does not maintain an ESF 13. Any required military support would be coordinated through the appropriate County EOC.
ESF 14	Public Information	Coordinates the release of accurate, coordinated, timely, and accessible public information to all audiences.
ESF 15	Donation Management	Coordinates the reception and distribution of donated commodities and funds.
ESF 16	Law Enforcement	Coordinates public safety and security capabilities and resources in support of incident management activities; population protection through evacuation and shelter-in-place measures; and liaises with external public safety agencies for search and rescue and fatality management and mortuary services.
ESF 17	Animals and Agriculture	Coordinates research activities and the protection of animals.
ESF 18	Business Services	Coordinates the protection and restoration of private sector establishments.
ESF 19	Damage Assessment	Coordinates the assessment of damage sustained and assists in cost capture.

B. Detection and Monitoring

Each campus maintains the capability to receive calls for service and assistance via a dispatch and communications center. These centers are staffed 24/7 and have access to dispatch law enforcement officers and notify other public safety agencies as the size and scope of the emergency dictates. The Tampa campus communications center is operated by the University Police Department (UPD) and is a Public Safety Answering Point (PSAP), capable of receiving 9-1-1 calls. The USF St. Petersburg campus communications center is operated by UPD and is responsible for the police operations on the St. Petersburg campus. The USF St. Petersburg campus communications center is not a PSAP. The UPD on St. Petersburg campus receives 9-1-1 calls transferred from partner agencies within Pinellas County or through campus phone lines wired for such capabilities.

Various monitoring capabilities are maintained within the dispatch and communications centers to support situational awareness during emergencies and disasters. When activated, the EOC and ROC may monitor incidents through these capabilities and provide situational awareness to key stakeholders throughout the duration of an incident.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

C. Critical Infrastructure Protection

The university maintains multiple critical facilities that are vital to the continued operation of the university. These facilities are identified based on the Homeland Security Presidential Directive 7 (HSPD-7) and Department of Homeland Security's National Infrastructure Protection Plan. Key USF public safety officials partner with regional and federal representatives to conduct assessments and identify vulnerabilities of the university's critical infrastructure, with the goal of reducing and mitigating the identified vulnerabilities.

D. Standard Operating Procedures and Checklists

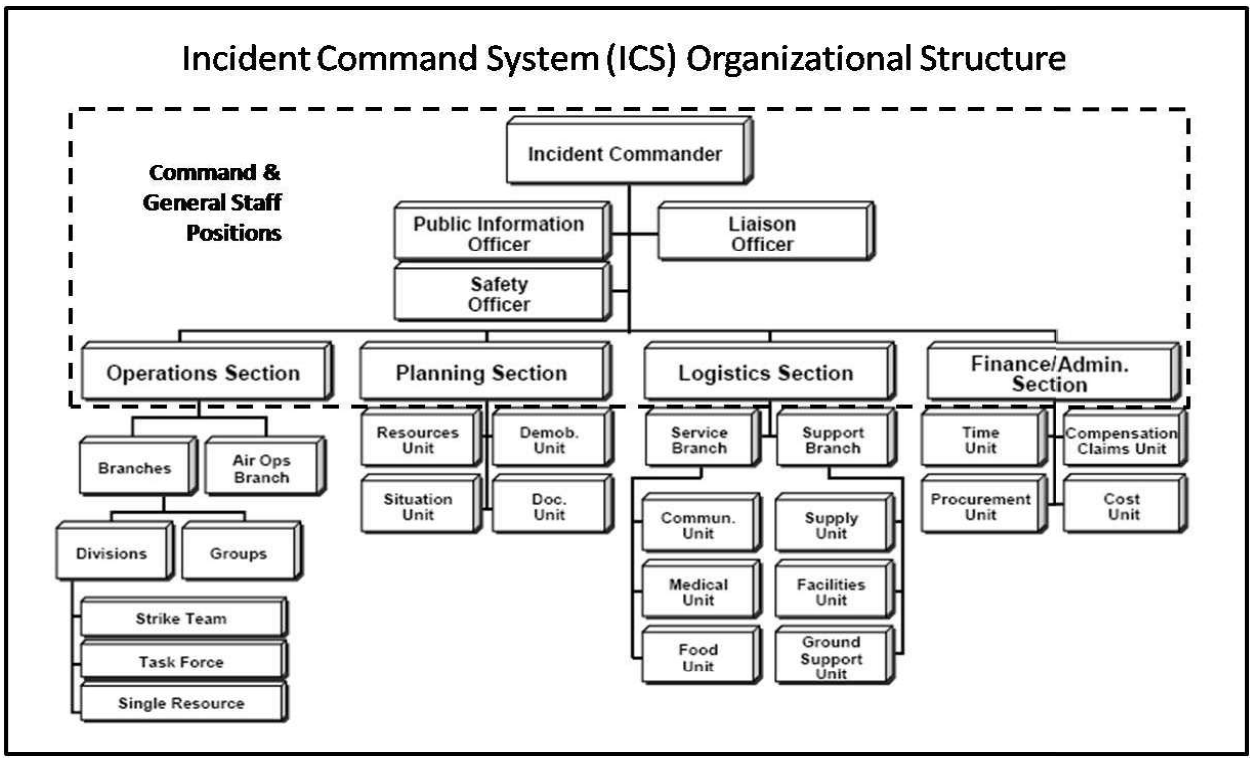
Departments and personnel responsible for the prevention of, protection against, response to, recovery from, and mitigation against disasters and emergencies maintain procedures and checklists relevant to their operations to supplement implementation of emergency plans. These may be incident or operation based, and are updated as needed after exercises, incidents, or identified deficiencies.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

V. Direction, Control, and Coordination

A. Incident Command

During on-scene response to emergency situations, the first responding public safety official will assume the role of IC and will establish an Incident Command Post (ICP), if needed, at a safe distance from the incident. The IC is responsible for on-scene operations and may assign responding public safety officials and personnel to additional Incident Command System (ICS) positions, as dictated by the size and scope of the incident. The ICS structure implemented during an event or incident is based upon the needs of the response at that time and may or may not include all potential organizational components as shown below.



The ICS provides a hierarchical structure that allows for Unity of Command and an identifiable Chain of Command. Unity of Command suggests that each individual engaged in operations within the ICS is accountable to only one designated supervisor. Chain of Command provides for an orderly line of authority within the ranks of the organization. The ICS concept of Manageable Span of Control limits the number of personnel that any one supervisor is responsible for, in order to maintain appropriate and efficient control of their respective responsibilities. Under NIMS principles, the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Incident Command Post (ICP)

The IC will determine the need for establishment of an ICP. The ICP will be located at a safe distance from the incident and serve as the field location for coordination of primary tactical-level, on-scene incident command functions.

Unified Command

When interdepartmental or multi-agency coordination is required, a Unified Command may be established. Unified Command unites the ICs of all major organizations involved in the incident in order to coordinate an effective response. Members of the Unified Command jointly develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations.

When external agencies are involved in the response and a Unified Command is established, USF representation will be included within the Unified Command. Additional USF personnel and resources will be incorporated into the ICS structure at the discretion of the Unified Command and as dictated by the needs of the incident.

Area Command

At times when multiple incidents that may be vying for the same resources are being managed using the ICS, or when a large incident has multiple incident management teams assigned, an Area Command may be established to oversee the management of the incidents. Area Command is designed to ensure the effective management of assigned incidents by providing a clear understanding of authority, maintaining communication, and ensuring that strategies are aligned, and resources are efficiently used. An Area Command may also be a Unified Command and works directly with ICs.

Transfer of Command

Transfer of command is the process of shifting incident command responsibility from one IC to another. Transfer of command is to be expected on an expanding incident. Transfer of command may occur for various reasons, including but not limited to:

- Change of operational period
- Change in incident complexity
- The characteristics of the hazard or incident dynamics dictate a different discipline assume the command role
- A different jurisdiction or agency is legally required to take command
- Agency administration/officials direct a change in command

Transfer will be conducted with minimal disruption to incident operations and all personnel involved in incident response must be notified of the transfer of command. In order to provide continuity, a briefing will be conducted between the oncoming and outgoing ICs during the transfer of command. This briefing should occur face-to-face and cover, at a minimum, the following:

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

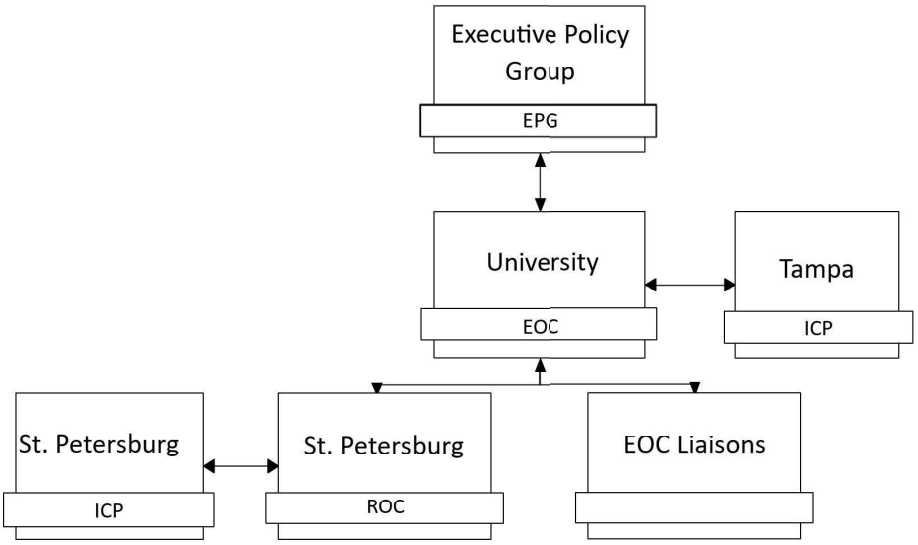
- Incident history
- Priorities and objectives
- Current plan
- Resource assignments and needs
- Constraints and limitations

Each campus EOP contains checklists that outline responsibilities applicable to the command and general staff positions. These are intended as a guideline and are not inclusive of all expected tasks.

B. Emergency Operations Center (EOC) Coordination

When closely coordinated management of a significant or unique event, crisis, or incident is necessary for the affected campus(es), multi-departmental and multiagency coordination will occur through a partial or full activation of the University EOC and/or a campus Regional Operations Center (ROC), in addition to emergency first responders staging an ICP. Activation of the University EOC ensures coordination of all available resources, strategic planning, and fiscal management through a centralized entity. ESFs that parallel non-emergency campus business functional areas of responsibilities will be responsible for staffing the EOC.

Extreme regional incidents are likely to disrupt university functions, produce competition for resources, cause severe infrastructure damage, and temporarily jeopardize many normal activities throughout the greater Tampa Bay area. A campus ROC, when activated, and EOC Liaisons must coordinate with and provide updates to the University EOC, when activated. ROC and Liaison resource requests should be directed to the University EOC, so the EOC Director can work with the EPG to prioritize all university requests. The following graphic depicts the communication and resource request flow when the USF EOC, ICPs, ROC, and/or Liaisons are activated.



Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Incident coordination and resource management procedures are further detailed in applicable campus EOPs and supporting plans.

The Director of Emergency Management or designee will coordinate the activation of the University EOC with designated USF leadership. The following positions, or their designees, maintain the authority to activate the University EOC:

- USF President
- Senior Vice President and Chief Administrative Officer
- Vice President and Chief of Staff
- Associate Vice President of Administrative Operations
- Assistant Vice President for Public Safety and Chief of Police
- Director of Emergency Management
- Incident Commander of a current incident

The following positions, or their designees, maintain the authority to activate a campus ROC:

- All positions with the authority to activate the University EOC
- Regional Chancellor
- Regional Chief of Police
- Regional Campus Emergency Manager

In synchronization with the ESFs, and guided by the EPG, the EOC Director will provide the overall strategy for the EOC. Duties include, but are not limited to:

- Reviewing and approving overall priorities and action strategies for the emergency response.
- Overseeing response and recovery operations and evaluating their effectiveness relevant to business continuity.
- Working with and supporting the JIC in the development and delivery of university- and campus-wide public messages.
- Coordinating and communicating as necessary with internal and external stakeholders.
- Coordinating and providing support and resources to USF campuses, if required.
- Authorizing requests and coordinating mutual aid assistance, as necessary.
- Resolving conflicts to ensure decisions are in the best interest of the university.

Upon determination of community safety and incident stability, members of the EOC shall begin evaluating and developing strategies to maintain/resume the educational and business processes of the campus.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

C. ICS/EOC/ROC Interface

Often, the ICP will be established for on-scene operations, while the EOC or ROC may be activated to support increased resources, planning needs, and/or departmental coordination. Responding agencies at the scene will employ tactical operations and adhere to their approved independent standard operating procedures and policies. Conflicts between responder and USF policies will be referred to the USF President and General Counsel for resolution; however, under no circumstances should this create a delay in saving lives and stabilizing the situation. The EOC or ROC may coordinate information and resources in support of incident management activities on-scene through the ICP. The EOC or ROC will facilitate communication between the EOC/ROC and the ICP through a designated liaison.

D. Information Flow

Timely and proper notification to key responders and university leadership is critical during emergencies. Once an IC arrives on-scene and can ensure the safety of individuals, notification of the incident to key members of the university is paramount. Incidents that are handled at the departmental level will follow departmentally established procedures. Incidents that require extended resources and/or inter-departmental coordination will follow processes outlined in this CEMP and in individual campus EOPs.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

VI. Information Collection, Analysis, and Dissemination

A. Intelligence Information and Dissemination

Prevention activities are conducted to monitor threats based on the USF HIRA. Intelligence information is received through numerous internal and external sources, including information on public health, terrorist threats, cyber security, criminal activity, severe weather, and/or other trending threats that may impact the university. Appropriate stakeholders will be notified in order to implement protective actions, as needed. The level of activity in response to a specified threat is commensurate with the risk. Campus specific details are located in each campus EOP. Should this information require alerting, appropriate timely warnings, emergency alerts, and/or notifications shall be made in accordance with the procedures outlined in the USF Notification and Alert Plan.

B. Alert and Notification: Timely Warning and Emergency Notification

USF campuses will immediately issue emergency alerts upon confirmation of an emergency or dangerous situation on campus that poses an immediate or ongoing threat to the health or safety of the affected campus population.

In the event that a situation arises, that, in the judgment of designated USF public safety officials, constitutes an ongoing or continuing threat either on or off campus, a “timely warning” will be issued to students, faculty, staff, tenant facilities, and other community members of the affected campus.

Information regarding alert and notification can be found in USF Policy 6-010, Emergency Management; the USF Notification and Alert Plan; and the USF Annual Security & Fire Safety Report.

C. Joint Information/Public Information

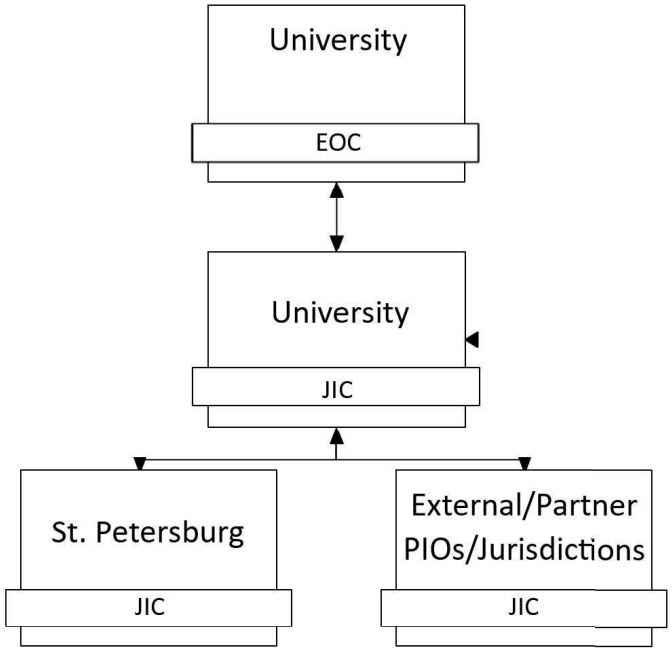
To ensure uniformity of messaging and timely, reliable, and accurate information is provided to the USF community, the Joint Information System (JIS) will be utilized, and a Joint Information Center (JIC) may be established to facilitate the coordination of information and perform critical emergency information functions, crisis communications, and public affairs functions.

A JIS provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines. A JIS includes the plans, protocols, procedures, and structures used to provide public information. PIOs and established JICs are critical supporting elements of the JIS.
A JIC is a central location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

functions. A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

When the University EOC is activated, the Tampa JIC will serve as the University JIC. All messaging will be coordinated through the University JIC. The following graphic depicts the JIC structure and coordination when the USF EOC and St. Petersburg campus ROC is activated.



Further campus-specific guidance on public information can be found in each campus EOP; University Communications and Marketing policies and procedures; and University Police PIO policies, procedures, and general orders.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

VII. Communications

A. Warning Point

Each campus is responsible for notifying the Florida State Watch Office (SWO) of specific emergencies or disasters as noted through applicable regulations, statutes, and guidelines. Upon notifying the SWO, campuses/entities should notify USF Emergency Management and/or USF Environmental Health and Safety, as applicable. Each campus EOP contains additional information pertaining to the capabilities and warning points specific to the local area.

B. Virtual Coordination

The university utilizes an information management solution/EOC software to virtually manage incidents and events of any scale. The system allows emergency response personnel to effectively coordinate and manage activities before, during, and after an incident or event. All EOC personnel are granted access to the system and expected to use the system for coordination and documentation.

C. Systems

Communications systems are described in detail in the Notification and Alert Plan. This includes systems used for inter-campus coordination.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

VIII. Administration, Finance, and Logistics

A. Administration

Documentation

Actions taken during event preparedness, response, and recovery operations will be documented and tracked to provide accurate historical records, recover costs, address insurance needs, and develop mitigation strategies. On-scene and EOC actions are captured through applicable ICS forms and the use of technology-based systems, including Computer Aided Dispatch systems and EOC software applications.

B. Finance

Purchasing

For USF based units, the primary and preferred method of purchasing during an emergency situation is through the use of the P-Card. Prior to anticipated emergency situations, Purchasing Services will work to increase the purchasing authorization limit on select cards that may be needed for emergency purchasing. Hardcopy purchase orders are available for use in the event that purchases are not available to be completed via P-Card.

Emergency Purchases are described in USF Regulation 4.02010, Procurement of Commodities, Contractual Service, Motor Vehicles, and Licenses.

Emergency Purchases are situational and are required to be documented. USF Accountable Officers are expected to use sound judgment in expecting an exception to after the fact purchase orders based on Emergency Purchases. In a true emergency situation, appropriate action, including procurement, should take place promptly on the judgment of leadership with an expectation that required documentation will be supplied to support the emergency. Direct Support Organizations (DSOs) and component units may follow purchasing procedures as outlined by their organizations.

Direct Support Organizations (DSOs), as a component of the University, comply with all USF emergency operating guidelines. However, in the event that emergency purchases are required through DSOs, the DSOs will implement their own purchasing procedures under the direction of the appropriate authority. If the emergency needs exceed the DSOs capabilities, they may make a request for internal mutual aid.

Departmental and Auxiliary chart fields will be used as the primary means to secure funding unless the university predetermines a secure source of funds. A unique product code will be assigned by the Controller's Office and utilized as part of the departmental chart fields to capture costs associated with the event. In the event that a department does not have adequate reserves of available funds, the EOC will coordinate the request for additional funds with the Chief Financial Officer.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Documentation of Purchases

Acquisitions made using P-Cards are tracked electronically by the card servicing institution and an electronic feed is provided to Purchasing Services for reconciliation purposes. Cardholders are trained in retaining and processing purchase receipts. In the event that hardcopy purchase orders are used to make emergency purchases, Purchasing Services will facilitate them being manually entered into the Financial Accounting system.

The university is insured against property and casualty losses through the State of Florida Insurance Trust Fund (See DFS-DO-852 for details on coverage). Accurate records of replacement costs must be submitted to the appropriate EOC member in order to file a claim for compensation.

Accurate and immediate tracking of all labor, equipment, purchases, and contracts utilized as part of the event is necessary, as expenditure data may be required during an event at timely periodic intervals to ensure information is available to analyze the event's potential for obtaining an emergency or disaster declaration.

In the event of a federally declared disaster, USF may be eligible to recover losses through established and defined state and/or federal processes. The FEMA Public Assistance Program and Policy Guide (FP 104-009-2, Version 5, Effective January 6, 2025) outlines the federal Public Assistance program and defines eligible opportunities for reimbursement. Categories of eligible work may include but are not limited to:

Emergency Work

- Category A: Debris Removal
- Category B: Emergency protective measures (taken before the incident occurs)

Permanent Work

- Category C: Roads/Bridges
- Category D: Water Control Facilities
- Category E: Buildings/Equipment
- Category F: Utilities
- Category G: Parks, Recreational, and other Facilities

Additional Categories

- Building Code and Floodplain Management Administration and Enforcement Activities Grouping (Category I)
- Grant Management Activities Grouping (Category Z)

All losses and expenses must be accurately and thoroughly documented to ensure optimal reimbursement opportunity. Documentation should include as much detail as possible about how, when, where, and why a resource was used.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Payroll and Leave

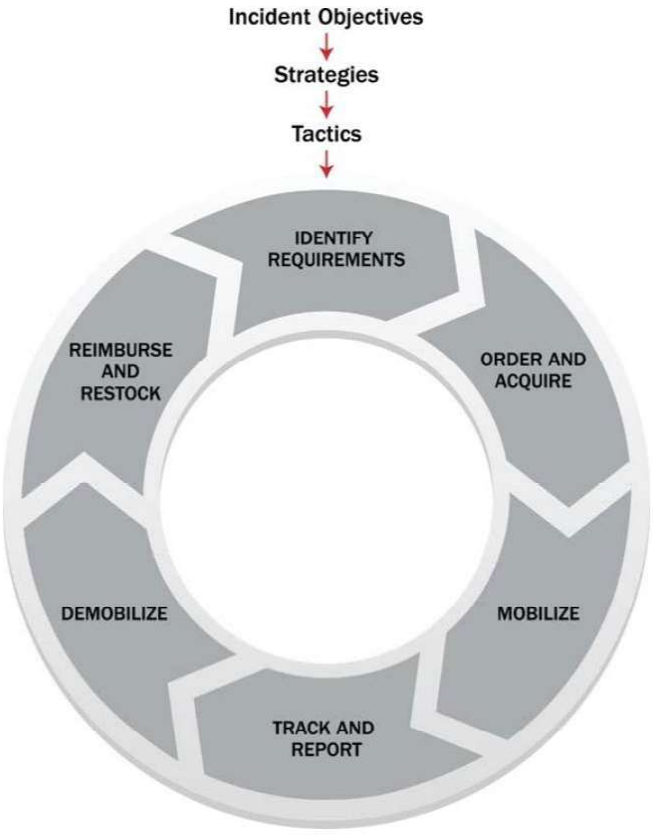
In the event that an emergency closing or other state emergency affects USF payroll and leave processes, general guidance regarding how the payroll process and employee leave will be handled is included in the Finance/Administrative Annex. DSOs and other units not operating under university processes will separately outline payroll and leave processes.

C. Logistics Support and Resource Requirements

Resource Management

Resource management objectives are established by conducting a periodic gap analysis to identify resource needs and shortfalls. Needs are prioritized and addressed by the establishment of memoranda of understanding (MOU), mutual aid agreements (MAA), and contracts or through the budgeting process. The resource management system addresses the hazards identified in the HIRA and includes procedures to identify, locate, acquire, store, maintain, test, distribute, and account for resources used in emergency/disaster operations.

Resources are identified based on the incident objectives, strategies, and tactics and follow a cyclical resource management process, based on NIMS.



Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

University-wide Resource Support

Requests for resources that cannot be obtained at the local campus will be made through the University EOC.

External Support

When an incident or event exceeds USF management and resource capability, the university may seek assistance from other agencies. The university maintains and implements mutual aid agreements, memoranda of understanding, and regional and/or other arrangements that provide additional equipment, supplies, facilities, and/or personnel to aid in the management of emergencies and disasters. These resources may also be utilized to support non-emergency, pre-planned events. Requests for mutual aid through use of these agreements will be made by the department maintaining the agreement and will be coordinated through the EOC. Mutual aid agreements are reviewed by USF General Counsel and signed by the appropriate Vice President. The university is a signatory to the Florida Statewide Mutual Aid Agreement (SMAA) and the National Intercollegiate Mutual Aid Agreement (NIMAA). Requests for mutual aid through the SMAA will be made by the Department of Emergency Management through the county or state level Emergency Management department and follow processes identified in Florida Statute 252 for utilization of the agreement. Requests for mutual aid through the NIMAA will be made by the Department of Emergency Management. As a signatory to the SMAA and NIMAA, USF may receive requests to provide mutual aid/assistance to other signatories. Requests received to provide assistance through the SMAA and NIMAA will be evaluated based on university capability and resource levels.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

IX. Training, Exercises, and Corrective Actions

A. Training

It is the responsibility of members charged with emergency management duties as described in this plan and accompanying annexes to participate in training initiatives, collaborative environments, and committee meetings that promote emergency preparedness initiatives. This includes completing necessary training to accomplish their tasks. A Training Needs Assessment is completed annually to develop the training schedule, which is maintained in the Integrated Preparedness Plan (IPP). Emergency Management maintains the records of training provided by DEM.

Minimum training requirements are identified below.

Essential Personnel:
All USF personnel designated as Essential Personnel are required to complete the Essential Personnel Training in Oracle at least biennially.

Emergency Operations Center (EOC) Personnel, Regional Operations Center (ROC) Personnel, and EPG Members:
USF Emergency Management Program Training

DEM Members/EOC Management:

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

Note: The FEMA trainings required for EOC Management listed above (IS-100, etc.) are normally free and are recommended for all personnel having a role in the USF Emergency Management program.

B. Exercises

In order to verify the efficacy of emergency plans, operations, and procedures, exercises of varying complexity will be conducted. Various departments and agencies, both internal and external to USF, may be involved in the development and execution of these exercises. As applicable, exercises will be coordinated with governmental, non-governmental, or private entities at the local, state, or federal level. Exercises may be designed to test the capabilities and plans of a specific department or may be interdisciplinary to encompass a broader scope and capability set of various departments or agencies. An Integrated Preparedness Plan (IPP) for the university is maintained by the Department of Emergency Management to identify a schedule of planned exercises. Exercises will follow the Homeland Security

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Exercise and Evaluation Program (HSEEP) by using formal planning, execution, and after-action procedures and terminology.

C. Evaluation and Corrective Actions

The Emergency Management Program evaluates plans, procedures, and capabilities through periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, exercises, and real-world events. Formal after-action reviews with key stakeholders will be facilitated as needed in order to identify strengths and opportunities for improvement in the emergency management program. If necessary, a formal After-Action Report/Improvement Plan (AAR/IP) will be developed soon after the review and sent to key stakeholders, identifying a Corrective Action Plan to address changes in planning, training, equipment, organization, and/or exercise. The AAR/IP will evaluate actions taken, identify shortcomings, improve operational readiness, and highlight strengths and initiatives. Opportunities for improvement will be reviewed, and recommendations will be provided for incorporation into response plans and procedures to further refine emergency response operations. Corrective actions will be assigned to the appropriate stakeholder for implementation and tracked to ensure progression of the program.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

X. Public Outreach

The university conducts education and outreach activities that address the hazards identified in the HIRA. Public outreach is conducted to provide information to the community regarding specific threats, appropriate preparedness measures, mitigation actions, and protective actions through various methods, including face-to-face events, programs, and online campaigns.

The Department of Emergency Management facilitates development of emergency awareness and preparedness educational programs across the university, in coordination with relevant stakeholders. Outreach activities are conducted on a regular basis by various stakeholders. At a minimum, these stakeholders include Department of Emergency Management, University Communications and Marketing, University Police Department, Student Affairs, Environmental Health and Safety, Student Health Services, Academic Affairs, Student Accessibility Services, and USF World.

Public outreach activities should be coordinated to ensure that diverse populations are appropriately advised. At-risk populations are considered in the development of outreach programs to address specific needs within the community. At minimum, educational campaigns consist of:

a) **StormReady University:** Through Storm Spotter training, severe weather exercises, and outreach events, the university maintains National Weather Service "StormReady University" designation.
b) **Public Safety Websites:** DEM; Environmental Health & Safety (EH&S), and University Police Department (UPD) maintain websites that include information about specific threats, appropriate preparedness measures, actions to mitigate the threats, and avenues to receive additional information and training.
c) **Training Programs:** DEM, EH&S, and UPD maintain training programs that address potential hazards.
d) **Outreach Events/Fairs:** Multiple university stakeholders coordinate and participate in various community events to provide information to enhance personal and community preparedness.
e) **New Student, Faculty, and Staff Orientations:** All incoming Student, Faculty, and Staff members must attend an orientation session which includes presentations on public and personal safety.
f) **Written Information:** Flyers, brochures, emails, and newsletters are regularly distributed to the university community.

Programs are implemented locally at each USF campus. DEM tracks the department's participation in outreach initiatives, identifying the date, purpose of the event, audience, and estimated attendance (if appropriate).

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

XI. Plan Development and Maintenance

This plan is developed by Department of Emergency Management (DEM), in coordination with appropriate stakeholders, and is reviewed and approved by members of the university's EPG. This plan and all of its annexes will be reviewed by DEM at least every three years or as needed. The DEM is authorized to amend the CEMP in order to include additions or corrections that maintain or enhance emergency operations, enrich the document, and other changes as applicable and necessary for the fortification of the plan. Changes may be made based on lessons learned from real incidents/events, exercises, university policy updates, regulatory changes, or other items as applicable to ensure that plans and procedures are relevant and realistic.

The DEM will provide support and guidance to stakeholders who develop, evaluate, maintain, and revise departmental emergency documents and procedures; however, stakeholders are responsible for their department document development and management.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

XII. Authorities and References

A. Authorities

- Disaster Mitigation Act of 2000
- Florida Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties
- Florida Board of Governors Regulation 3.001, Emergency Management
- Florida Statute Chapter 252, Emergency Management Act
- Florida Statute Chapter 1013, Educational Facilities
- Higher Education Opportunity Act of 2008
- Homeland Security Presidential Directive 5
- Homeland Security Presidential Directive 7
- Presidential Policy Directive 8
- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC 1092(f))
- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- USF Policy 0-100, Delegations of General Authority and Signatory Authority
- USF Policy 6-010, Emergency Management
- USF Policy 6-028, Activities, Signage, and Use of Public Space
- USF Regulation USF 4.02010, Procurement of Commodities, Contractual Services, Motor Vehicles, and Licenses

B. References

- FEMA Comprehensive Preparedness Guide 101, November 2010
- FEMA Comprehensive Preparedness Guide 201, 3rd Edition, May 2018
- FEMA Public Assistance Program and Policy Guide, FP 104-009-2, Version 5.0, January 6, 2025
- IACLEA Accreditation Basic Standards Manual, Second Edition, Version 2
- State of Florida Certificate of Property Coverage (DFS-DO-852)
- National Incident Management System
- National Planning Frameworks
- National Weather Service (NWS) StormReady Program
- State of Florida Comprehensive Emergency Management Plan

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

XIII. Acronyms

BOG	Board of Governors
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations
DEM	Department of Emergency Management
DOC	Department Operations Center
DSO	Direct Support Organizations
EM	Emergency Management
ECO	Emergency Coordination Officer
EH&S	Environmental Health & Safety
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPG	Executive Policy Group
ESF	Emergency Support Function
FDEM	Florida Division of Emergency Management
FEMA	Federal Emergency Management Agency
HIRA	Hazard Identification and Risk Assessment
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IPP	Integrated Preparedness Plan
JIC	Joint Information Center
JIS	Joint Information System
NIMAA	National Intercollegiate Mutual Aid Agreement
NIMS	National Incident Management System
NWS	National Weather Service
NRF	National Response Framework
PIO	Public Information Officer
PSAP	Public Safety Answering Point
SMAA	Statewide Mutual Aid Agreement
USF	University of South Florida

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

XIV. Definitions

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

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

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

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

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

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

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

Concept of Operations: How a system and its components function and interact via management principles through the successive stages of emergency response and recovery.

Coordination: Process of providing support to the command structure.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital that the incapacitation or destruction of such assets, systems, or networks would have a

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

debilitating impact on security, economic security, public health or safety, or any combination of those matters.

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

Department Operations Center (DOC): The physical location at which a single department or operating unit coordinates information and resources to support a small-scale or contained incident. A DOC may be a meeting room or other facility. A DOC may also be a virtual "location" when presence at a physical location is not feasible or recommended.

Disaster *(Emergency Management application)*: Any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters are identified by the severity of resulting damage, as follows:

- ***Catastrophic Disaster***: disaster that will require massive state and federal assistance, including immediate military involvement.
- ***Major Disaster***: disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.
- ***Minor Disaster***: a disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

Emergency *(Emergency Management application)*: any occurrence, or threat thereof, whether natural, technological, or manmade, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property. Emergencies are categorized by source, as follows:

- ***Manmade Emergency***: caused by an action against persons or society, including, but not limited to, enemy attack, sabotage, terrorism, civil unrest, or other action impairing the orderly administration of government.
- ***Natural Emergency***: caused by a natural event, including, but not limited to, a hurricane, a storm, a flood, severe wave action, a drought, or an earthquake.
- ***Technological Emergency***: caused by a technological failure or accident, including, but not limited to, an explosion, transportation accident, radiological accident, or chemical or other hazardous material incident.

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

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. An EOC may also be a virtual "location" when presence at a physical location is not feasible or recommended.

Exercise: A scenario-driven interaction that permits evaluation of a plan, or elements thereof, through orally provided action descriptions and application of plan guidance.

Event *(Planned Event/Special Event)*: A scheduled activity open for the public to attend or participate including but not limited to exhibitions, expositions, fairs, festivals, entertainment, cause-related, fundraising, leisure activity. An activity that is advertised to the public by any means of communication including social media that is not limited to the USF community is considered an event. An event may be one-time or periodic, free or ticketed. Events require review to ensure appropriate allocation of university business, resources, and personnel as required for the safe operation and mission of the university. A "reserved activity" as defined in USF Policy 6-028, Activities, Signage, and Use of Public Space may be considered an event.

General Staff: A group of incident management personnel organized according to function and reporting to the IC. The General Staff normally consists of section chiefs.

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

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

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

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

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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

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

Joint Information Center (JIC): A central location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions. A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

Joint Information System (JIS): Provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines. A JIS includes the plans, protocols, procedures, and structures used to provide public information. Public Information Officers and established Joint Information Centers (JICs) are critical supporting elements of the JIS.

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

Multiagency Coordination (MAC) System: A system that provides the architecture for command and coordination. MAC Systems assist agencies and organizations responding to an incident. The elements of a MAC System include ICS, EOCs, MAC Groups, and JIS.

Mutual Aid: Voluntary aid and assistance through the provision of services and resources between like organizations, including but not limited to fire, police, medical and health, communications, transportation, and utilities. Mutual aid is intended to provide adequate

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

resources, facilities, and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation. Some authorities differentiate "mutual aid" from "cooperative assistance," where the assisting resources are compensated for their response costs. Other authorities designate this as "compensated mutual aid."

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent whole community approach for all levels of government, non-governmental organizations, and the private-sector to work effectively and efficiently together to manage incidents involving all threats and hazards, regardless of cause, size, or complexity. To provide for interoperability and compatibility, the NIMS concepts provide for a flexible but standardized set of incident management practices with emphasis on common principles, a consistent approach to operational structures and supporting mechanisms, and an integrated approach to resource management.

Presidential Policy Directive-8 (PPD-8): A Presidential directive issued March 30, 2011, that mandated the development of the National Preparedness Goal and is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.

Regional Operations Center (ROC): The physical location at which the coordination of information and resources to support incident management activities normally takes place on a USF campus. An ROC may be a temporary facility or may be located in a more central or permanently established facility. An ROC may also be a virtual "location" when presence at a physical location is not feasible or recommended.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. Under the NIMS, the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Unified Command (UC): An application of ICS used when multiple jurisdictions or response agencies are involved in a response effort. This management structure brings together the Incident Managers of all major organizations involved in the incident, to establish a common set of objectives and strategies and coordinate an effective response while allowing each manager to carry out his/her own jurisdictional or discipline responsibilities. UC links the organizations responding to the incident at the leadership level, and it provides a forum for these entities to make consensus decisions. Under UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the organization to create an integrated response team. UC may be used whenever multiple jurisdictions or response agencies are involved in a response effort.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

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

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Appendix A: Declaration of University State of Emergency Form

Declaration of University State of Emergency

The University of South Florida is experiencing conditions that have the potential to adversely impact the life, health, and safety of individuals and university property and/or are beyond the scope of control and resources of the university.
Pursuant to the authority in USF Policy 6-010, I hereby declare a University State of Emergency to protect the life, health, and safety of individuals and university property.
Throughout the duration of this emergency condition, operations will be guided by the University of South Florida Comprehensive Emergency Management Plan.

This University State of Emergency is declared as the result of:

_____

_____

_____

_____

Effective Date: _____ Effective Time: _____

_____ _____

USF President
(or designee)

Date

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

Appendix B: Declaration of University Closure Form

Declaration of University Closure

The University of South Florida is experiencing conditions that have the potential to adversely impact the life, health, and safety of individuals and university property and/or are beyond the scope of control and resources of the university.
Pursuant to the authority in USF Policy 6-010, I hereby close all or portions of the University of South Florida (as outlined below), cease normal operations and services, and dedicate resources and personnel to focus on the operational priorities of: life, safety, and health; property protection; environmental protection; restoration of essential utilities; restoration of essential program functions; coordination among stakeholders; and incident stabilization.

Essential personnel must coordinate their work schedule during the time of campus closure with their supervisor.

This University Closure is declared as the result of:

☐ Class Cancellation

Affected Locations: ☐ Tampa ☐ St. Petersburg ☐ Keys Marine Laboratory ☐ Sarasota Site ☐ USF Health Downtown

Facilities Authorized to Remain Open: _____

Effective Date: _____ Effective Time: _____

End Date: _____ End Time: _____

☐ Campus Closure

Affected Locations: ☐ Tampa ☐ St. Petersburg ☐ Keys Marine Laboratory ☐ Sarasota Site ☐ USF Health Downtown

Facilities Authorized to Remain Open: _____

Effective Date: _____ Effective Time: _____

End Date: _____ End Time: _____

_____ _____

USF President *(or designee)* **Date**

Docusign Envelope ID: B8A6BF56-A737-810F-8359-8F436283E931

This page is intentionally left blank.