UNF Hurricane Action Plan

July 2003

HURRICANES
Definitions

A hurricane is a tropical cyclone with winds of 74 mph or greater and is usually accompanied by rain, thunder and lightening.

A Hurricane Watch means that an existing hurricane poses a threat within 24-36 hours.

A Hurricane Warning means that hurricane force winds are expected in a specific area within 24 hours.

Actions to cope with the effects of these weather conditions may be considered at three levels:

Level 1: Prior to onset, Hurricane Watch.

Level 2: Prior to onset, Hurricane Warning.

Level 3: Hurricane Warning MAY necessitate campus evacuation. This determination will be made by the University President following consultation with the Crisis Management Team (CMT). The CMT will consult with the City of Jacksonville Emergency Operations Center (EOC) and the National Hurricane Center (NHC) to evaluate the threat.

Activation Tree

First notice for any of these conditions may come from National Weather Service, NHC, City of Jacksonville EOC, or the University Police Department (UPD) Watch Commander.

For any of these conditions, the CMT leader in consultation with the Incident Commander, and other CMT members should determine Crisis Category and the need to activate the Team as follows:

Level 1 (Prior to onset, Hurricane Watch) - Notify:

- CMT Leader
- CMT Deputy
- Executive Assistant
- Police and Public Safety Member
- Public Affairs/Media Relations Member
- Support Team Coordinator

Level 2 (Hurricane Warning - no evacuation planned) - Notify:

- CMT Leader
CMT Deputy
Executive Assistant
Police and Public Safety Member
Public Affairs/Media Relations Member
Campus Liaison Member
Support Team Coordinator

Level 3 (Hurricane Warning - potential evacuation needed) - Notify:

CMT Leader
CMT Deputy
Executive Assistant
Police and Public Safety Member
Public Affairs/Media Relations Member
Campus Liaison Member
Victim/Family Liaison Member
Administrative Support Member
Support Team Coordinator
Support Team Members, as needed

Assumptions: If a hurricane strikes:

- Electricity may not be available for 48-72 hours after the storm.
- Emergency services (Police, Fire, Rescue) may not be available from the city during the storm and immediately after 8-14 hours.
- Telephone service may be out at times during and after the storm.
- Personnel working during the storm (UPD, Physical Facilities) will require supportive services, food and lodging during the storm.
- Minor medical services (first aid maybe required).
- The storm will cause damage and flooding.
- Trees and debris may block the roadways on campus.
- Sightseers and those with criminal intent may attempt to
gain access to campus property.

- Remaining Student Residents will be transported to the Red Cross Adopt-a-Shelter located at Chet’s Creek Elementary.

- If there is no evacuation of resident students, they will require food and water.

- If needed, shelter locations for working staff will be in the UNF Arena/Building 34.

- The University will not provide shelter for the outside community.

**Activate CMT**

If the CMT is to be mobilized, the Crisis Management Center will be activated. The Team Leader will determine whether the primary center (Bldg 1) or the secondary center (UPD, Bldg 41) will become the CMT.

The CMT activation may include these steps:

1. CMT members will be advised where to report during the Activation Tree phone calls.

2. The Executive Assistant will immediately proceed to the center of choice and will check the CMT Inventory and assure that all required items are available.

3. The Support Team Coordinator will ensure that needed communications equipment is on hand. If equipment - telephones, campus radio unit - is not available or working properly, the Director of Information Technology Services will be immediately notified and the needed equipment obtained on a priority basis.

**Essential Questions**

In planning to take action in any of these crises, the CMT should consider five essential questions:

1. **What is the Hurricane threat?** - A quick summation of what is known about the hurricane. The Incident Commander and UPD are responsible for maintaining contact with the City of Jacksonville EOC, U. S. Weather Service, and other available governmental agencies that might have
knowledge of the weather crisis.

Available weather information should be consulted and local authorities contacted to ascertain accurate information as to the extent of the weather emergency.

2. **What are the consequences?** - A reasoned interpretation of the impact the crisis is having, may have or can have. How much of an effect may be expected - including “worst case” - and how long will the duration be?

3. **What are our options?** - A reasonable number of options in terms of tactics from which the team can select specific courses of actions.

4. **What can go wrong?** - Contingencies and unintended consequences, which may cause additional problems.

5. **Then, what do we do?** - Specific recommendations.

**Action Step 1:** Determine crisis level (1, 2 or 3).

**Action Step 2:** Establish priorities in the response.

**Action Step 3:** Determine IF (and for how long):

- [ ] Classes are to be canceled
- [ ] Partial evacuation is to be carried out
- [ ] Full evacuation is to be carried out
- [ ] The University is to be closed

**Action Step 4:** Establish communication plan. Ensure that internal as well as external audiences are kept informed about the crisis or emergency and the actions being taken or to be taken.

(1) Determine what communication channels will be used:

- Campus TV channel
- Campus E-mail
- Touchtone Hotline
- Phone bank
- Campus radios
• Emergency fire alarm system (Internal paging system)
• Area Radio/TV stations and print media
• Code Red

(2) Compose the message(s) to be distributed via the selected communication channels.

(3) When a hurricane watch has been issued, warn all on campus of the approach, using public address facilities and Building Supervisors.

(4) When a hurricane warning has been issued and the City of Jacksonville EOC has declared a state of emergency for areas including UNF, the CMT will advise the President of suggested cancellation(s) and evacuation procedures and warn all on campus of the resultant action.

(5) Ensure that campus radios are reallocated so that the CMT is in contact with the UPD, incident commander, bus drivers, Physical Facilities, and shelters.

(6) If the Hotline and Phone Bank are to be activated, IT will activate a panel of trained personnel to handle those phones.

**Action Step 5: Mobilize staff and equipment**

(1) The Director of Police and Public Safety will initiate mobilization of personnel and equipment to handle public safety aspects of the situation, in accordance with established UPD procedures.

(2) The CMT will initiate mobilization of personnel and equipment from Physical Facilities to handle protection of facilities and equipment, in accordance with established Physical Facilities Department procedures.

(3) The CMT will alert Building Supervisors, Housing Staff, Red Cross, and UNF vehicle drivers if evacuation or shelter usage is imminent.

(4) The CMT will activate the Food Service Emergency Plan to ensure that food and water will be available for working staff and those in shelters.

(5) The CMT will notify Student Health Services.

**Action Step 6:**
Checklist

These steps need to be reviewed:

[ ] 1. Has the President been notified?

[ ] 2. Is there any need to contact outside agencies - City or State Police, Fire, Rescue services, FBI, or BOG? If so, have they been so contacted?

[ ] 3. Have we run a check to ascertain if any individuals are not accounted for?

[ ] 4. If there is a need to speak to the media, if so has a statement been developed and approved?

[ ] 5. Will there be a need for photographs to document damage or problems? Has he/she been notified?

[ ] 6. Is there a need or advantage to holding a news conference? If so, newspapers, radio and TV stations must be called, fax announcements will need to be made and a dress rehearsal of questions and answers set up.

[ ] 7. What is the potential for an additional aspect of the crisis to erupt?

[ ] 8. Is there likely to be public fear or panic? How can the CMT allay such fears or panic?

[ ] 9. Are there rumors - or are there likely to be any rumors - flying about the campus? If so, specific steps to counter rumors and potential rumors must be planned and carried out. Have these been done?

[ ] 10. Should parking or access to a particular site or a portion of the campus be closed off or restricted to certain personnel?

[ ] 11. Other than emergency personnel, what outside individuals need to be contacted now or in the immediate future? Has responsibility for this been delegated?

[ ] 12. If residence halls are to be or have been evacuated, where will those residents be located?

[ ] 13. Have all campus locations been reminded to safeguard records, to unplug all electrical equipment and to back-up computer files?

Action Step 7: Inform appropriate audiences
The Public Relations Team Member will:

[1] Prepare all communication messages for internal and external channels.

[2] Establish and oversee an on-campus Media Center, if it is deemed advisable - either by the team, or by the presence of media members on campus.

The PR member will ascertain whether the primary Media Center is to be established, will activate the center, assign staff to serve it, and will ensure that equipment and materials specified are on hand.

[3] Disseminate the approved information to external (news media) channels, as appropriate.

[4] If a news conference is to be utilized, set up and run such a conference, utilizing and working with the designated Spokesperson(s) to ensure that the necessary information is disseminated to the external media.

[5] PR will ensure that the information for campus channels is provided to and carried by the selected channels [campus TV, E-mail, or the internal paging system].

[6] If the Touchtone Hotline, Bulletin Board or Phone Bank is to be utilized, PR will make necessary arrangements and the Rumor control/Family Liaison Member will arrange for staffing and oversee its operation.

**Action Step 8: On-Scene Action**

**University Police Department:**

[1] Immediately upon notice of any emergency, the UPD will activate their command center and assign an emergency channel for campus radio use during the emergency and will advise the CMT of that channel.

[2] The ranking police officer will assume control at the scene of any emergency or crisis situation under this plan. The first responsibility is to
locate the injured, assist in first-aid, advise as to the need for medical aid and direct any evacuation required.

[3] The UPD will maintain traffic control points to assist in the control of vehicular and pedestrian traffic seeking refuge in shelters.

[4] If there is time, the UPD patrols will check University grounds for objects or debris which could be blown about and which could cause injury or damage (Grounds personnel will be tasked with removing or tying down such objects).

[5] In the event of flooding or danger of flooding, police patrols will check the University grounds sand will advise of areas where flooding or rising water poses a threat to University buildings.

[6] Any downed power lines will be immediately reported to the CMT and an officer will remain at the scene to warn personnel and direct traffic away from the location.

[7] Any additional officers available will remain on stand by and await emergency assignments.

[8] If ambulances have been requested, the UPD will expedite their entrance and departure and if needed, assist in evacuating the injured.

[9] Once the hurricane has passed, UPD patrols will check for damage and will assist in posting barricades in areas where a threat to vehicle or pedestrian movement exists.

[10] If necessary, additional UPD will be utilized to provide security to damaged buildings and prevent theft.

[11] If a campus evacuation is ordered:

   (A) The UPD will receive advance notice to implement emergency transportation/evacuation procedures.

   (B) Deploy officers to strategic intersections for traffic flow and light control.

   (C) Contact Physical Facilities and Parking Services to begin setting up barricades, signs, etc.
(D) Begin campus wide notification procedures utilizing Building Supervisors, PA system, and building-to-building searches.

Student Health Care Facility:

The Student Health Care staff will be on call to assist in medical emergencies and will be assigned duties by the CMT or the UPD Operations Center.

University Physical Facilities:

[1] The Support Staff Coordinator will mobilize all Physical Facilities personnel in Building 6. All available equipment and personnel will be placed on standby.

[2] If time permits, all loose material will be secured within buildings or otherwise stored. Items not removable will be tied down. Every effort will be made to remove or secure any items which could be picked up, blown, or carried by strong winds or water, thereby causing additional damage. Hurricane shutters will be installed.

[3] In the case of adequate advance notification, emergency details will be organized and dispatched throughout the entire University area to check on debris and items to be secured. Dead tree limbs should be chopped down and removed.

[4] Buildings or rooms with hazardous materials should be checked carefully.

[5] Sandbags and water pumps which can be utilized to prevent water damage to University buildings should be available and in a state of readiness for immediate use and dispatch to locations threatened.

[6] Utilities in buildings which could be expected to receive a certain amount of structural damage in the event of a hurricane should be shut off. Any buildings damaged should have their utilities turned off.

[7] All building elevators shall be lowered to the bottom floor and power to the elevators shut off.

[8] After the threat has passed, all available crews will be assigned immediately to check power lines, water lines, and buildings for damage
or weakened condition. Repairs will be made as quickly as possible.

[9] Additional personnel on a standby basis will be made available for rescue operations, if needed.

[10] Ensure that all University vehicles are serviced and fueled.

[11] If a campus evacuation is ordered, Physical Facilities will receive advance notice to prepared and assist UPD in implementing emergency transportation procedures.

**University Food Service:**

[1] If a campus evacuation is ordered, the Food Services will:

(A) activate food service emergency plan.

(B) meet with dining service managers and other designers to review and assign emergency duties.

(C) close all food service locations not needed to feed any staff/students housed on campus. All locations will re-open after the crisis based upon damages sustained and resources available.

(D) Arrange for refrigerated trailer and power generator as needed.

(E) Contact the UPD and Housing to provide them with food, as needed.

**Action Step 9:** Full or partial evacuation

If a hurricane warning and evacuation has been issued through the City of Jacksonville EOC, the CMT will convene to advise the President of suggestions for class cancellation and/or evacuation procedures.

If an evacuation is ordered, it will be announced via Building Supervisors and E-mail. The UPD will take up traffic control positions. University vehicles carrying children from the Child Development Research Center (CDRC) and other University vehicles being used for evacuation and which must make multiple runs will be given priority in traffic. **All leaving traffic will exit campus according to the UPD evacuation map.**
**Building Supervisors**

If necessary, each Building Supervisor or alternate, will close buildings and ensure that each building has been evacuated. Once confirmed, each Building Supervisor will report this to the UPD or CMT.

Any personnel lists for each building will be checked to ensure that all personnel have left the building and a report of this made to the UPD and CMT.

**Child Development Research Center:**

First priority in a campus evacuation will be children at the CDRC. The UPD will maintain traffic control adjacent to the CDRC to expedite pick up and evacuation of children.

The shuttle buses and athletic vehicles will be used, as needed, to evacuate children from the CDRC. If there is not time to evacuate in advance of a weather emergency, the children will be moved to the first floor of the UNF Arena, Building 34.

Drivers and alternates for the shuttles and athletic vans should be designated in advance, and a set of keys for each of the vehicles stored in the CMT.

After all children have been evacuated, the shuttles may have to evacuate other University personnel - residents, faculty and staff who do not have personal transportation.

Those transported by shuttles from the campus will be moved to a predetermined shelter.

UPD officers will give on-scene instructions regarding evacuation.

The Director of the CDRC will report completion of the evacuation, including a complete list of all children so evacuated, to the CMT.

**Relocation of Student Residents**
If resident students are ordered to evacuate, this will be coordinated through the Housing Office.

If residents have their own vehicles, or are riding with other students who have vehicles, they will check out with the Housing Office, and will list their planned location and telephone number.

Students without transportation will wait for shuttle transportation. A shuttle will be established and coordinated by the Housing Office and will take students to a predetermined shelter (Chet’s Creek Elementary).

Rooms will be locked upon leaving. Students being transported by shuttle may be limited to one bag of clothes and personal gear.

RA’s will check out every student and a list will be compiled by the Director of University Housing.

**Disabled Personnel**

Persons with disabilities should register with either the ADA Compliance Office (employees) or the Disability Resource Center (students) to ensure they can be accounted for and receive evacuation assistance, as needed.

The Building Supervisors can assist with building evacuation, as needed.

If necessary, the UPD will check every building and floor on campus to ensure that all are evacuated. Emergency evacuation chairs are available on the third floors of each building with more than two floors.

**Action Step 10:** Class cancellations

If classes are to be canceled, this will be announced through all available means.

Such announcements will include the expected duration of the cancellation.

**Action Step 11:** Post-Hurricane
These steps need to be reviewed:

[] 1. Have we established exactly and clearly what happened? How extensive is the damage?

[] 2. Are there any casualties or fatalities? Have injured received treatment on campus? Have injured been transported to area hospitals? Who has specific information as to the names of injured/dead, their next of kin, extent of injuries, where victims are now?

[] 3. Have we run a check to ascertain if any individuals are not accounted for?

[] 4. Is there a need to contact the University’s General Counsel?

[] 5. Are there rumors - or are there likely to be any rumors - flying about the campus? If so, specific steps to counter rumors and potential rumors must be planned and carried out. Have these been done?

[] 6. Have families of any victims been contacted?

[] 7. Will media tour(s) of the campus or crisis site be necessary or useful? If so, plans must be made and escorts arranged.

[] 8. Should parking or access to a particular site or a portion of the campus be closed off or restricted to certain personnel?

CMT members:
Tasks

CMT members have the following responsibilities:

The University Police Department will:

[] Take immediate action at the crisis site to:

[2] Establish and maintain an on-site command post.
[] Provide for storm tracking and weather radio monitoring.

[] Provide timely communications to the Crisis Management Center, including:

[2] Status of buildings or property involved. [damage assessment]
[3] Problems with spectators or media.
[4] Recommendations as to campus or building evacuation or cancellation of classes. Where danger is momentarily imminent, the on-scene commander shall cause such evacuation as is appropriate.

[] Evaluate need to call in city or county police, fire or medical services and provide liaison to such services.

Public Relations team member will:

[] Coordinate all news media coverage, establishing and maintaining contact with area media

[] Send a public relations representative to the scene, if appropriate, to coordinate on-scene media coverage, and maintain liaison with CMT.

[] Establish the Media Center, if necessary.

[] Prepare and issue any statements to the media.

[] Prepare any statements and work with the designated Spokesperson for that purpose.

[] Prepare any statements and work with the Campus Liaison, rumor Control and Victim/Family Liaison members so as to provide prompt and accurate information about the crisis to their constituencies.

[] Keep campus constituencies advised as to the situation, maintaining contact through existing groups and departments, including:

[] Prepare and disseminate E-mail messages, throughout the crisis.
[] Prepare and place messages, at regular intervals, on a reactivated UNF Touchtone Hotline.

[] Prepare appropriate informational messages addressed to UNF constituencies which are to be disseminated through area radio/TV stations.

[] If off-campus shelters are to be utilized, attempt to coordinate with Shelter Managers. Maintain contact with Shelter Managers throughout the crisis/emergency.

Acting through the CMT, the Housing Office will:

- Assign resident students (in advance) to one of the shelter locations (Arena or Red Cross).
- Direct evacuation of residence halls, if so ordered by the CMT.
- Assign staff members to the designated shelters.
- Maintain a list of residents’ locations, on or off campus.

**Victim/Family Liaison** Team member will:

[] Identify and report the nature and extent of injuries, including the names of injured personnel.

[] Establish and maintain contact with local hospitals of treatment centers to which injured personnel may have been sent, coordinating with Public Relations on such contacts.

[] Notify families of those killed or injured. If injuries are involved, include extent of injuries, if known, and where hospitalized.

[] Arrange for transportation of injured released from hospitals or treatment centers to their homes, if needed.

The CMT will:
Coordinate with Campus Liaison and Public Affairs team members so as to ensure that accurate information is disseminated and to counter rumors.

Handle telephone contacts from the public as to specific information so as to eliminate rumors and untruths.

Set up and supervise phone bank, if activated.

Deploy personnel to crisis scene to assess damage to facilities and its effect on operational capabilities.

Evaluate materials and labor necessary to recover from disaster and restore operations.

Assure food services are available for personnel involved in disaster operations; activate emergency food service plan.

Provide such other staff assistance as the CMT may require.

Provide transportation of CMT personnel, as needed, to and from crisis area(s).

**Administrative Support** team member will:

- Staff the Crisis Management Center, if activated.
- Provide and maintain updated listings of employees, faculty, students, staff and contractors.
- Upon request, provide additional office personnel and/or computer support as needed.
- Provide (trained) personnel for a Crisis Phone Bank, if established.

**Procedures for notifying victims’ families**

If there are injuries or deaths as a result of the crisis/emergency, the Victim/Family Liaison Member will:

- Obtain identification of the victims and extent of injuries from the CMT, as well as the site where the victims are to be taken. Accurate information is essential.
Using the Master Lists, obtain next-of-kin (NOK) identification and notify NOK by telephone with the essential facts, including hospital or other aid location. In the case of deaths and area NOK, every effort will be made to notify the NOK in person. Campus Chaplains should be utilized to assist in notifications of deaths.

**Never** disclose names of injured or dead before NOK have been notified.

Provide NOK with a campus phone number and name should NOK need further assistance.

Establish and maintain liaison with area hospital(s) where victims have been transported so as to obtain regular reports of their condition.

Arrange for appropriate university official to visit the injured in hospital and later, at home. Ascertain what the university can do to assist the victim and family.

Follow up daily with victims and NOK to provide assistance and to show that the university cares about them.

Arrange for transportation of injured released from hospitals or treatment centers to their homes, if needed.

Notify Human Resources to begin working on insurance, or workman’s compensation, as appropriate.

It is imperative that we be compassionate and helpful to the family.

If there are any legal issues or potential issues involved, prepared statements should be reviewed with the General Counsel.

News media will want access to the site. To facilitate this, the Public Relations member will arrange for escorts to take media to the crisis/emergency site.

Escorts will be reminded that they are to keep comments within the bounds of known facts already released;
Escorts are not official spokespersons;

Escorts are to be positive in any general comments and they should not speak for attribution.

The Media, prior to being escorted to the site, will be advised that escorts are not spokespersons, but that a university official will provide them with a summary of known information either at the site or at a Media Center.

The Media will utilize existing Jacksonville Sheriff’s Office press credentials or may be issued UNF press credentials; they must display these prominently to gain access to the site or Media Center.

Media will be reminded to refer all news media inquiries to the media Center.

Employees will be reminded to refer all news media inquiries to the media Center.

Media will want to talk to witnesses or those affected by an emergency; do not encourage this, but do not try and prevent it. Do monitor such exchanges and be prepared to counter any misinformation.

**Evaluate Feedback**

When the crisis or emergency is over, it should be evaluated promptly. All team members and other university officials should be requested to complete Crisis Evaluation Forms. These should be reviewed by the CMT and a formal evaluation document prepared and reviewed by the President and the University Council.

**Revise Action Plan**

Following any crisis/emergency, the CMT should direct a review of the Action Plan and propose any changes that are appropriate.

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**Appendix 1 - Instructions for Residents**
The following procedures are recommended in order to provide the maximum amount of safety and protection for students residing in UNF residence halls. Understand that the University is not responsible for damages to, or for loss of personal property as a result of a hurricane.

1. All furniture, including beds, should be pulled away from the windows. Stereos, TV’s and computers should be unplugged, placed off the floor, preferably in a closet.

2. Since the floors can get wet, all articles such as shoes, rugs, clothes, bags, suitcases, etc., should be placed on closet shelves or in dresser drawers.

3. All loose objects should be placed in drawers or closets. Papers, books, etc., should not be left on tops of desks or dressers.

4. Valuables should be placed in lockable closets or drawers. Closets and drawers should be locked and remain locked throughout the hurricane. All doors should be locked when the occupants are not in the rooms or apartments.

5. If you have a tub in your unit, clean it and fill the tub halfway with water. Water supply may be cut off by a hurricane and the tub water will be needed for washing and flushing toilets.

6. Close all windows tightly. If you have Venetian blinds, raise them all the way to the top.

7. If you have a car, be sure the emergency brake is set and in reverse gear or park. All windows should be closed tightly and the car locked. Cars should be parked only in designated spaces.

8. Obtain a flashlight and extra batteries before the hurricane. Candles are not to be used under any circumstances.