



Comprehensive Emergency Management Plan

University of North Florida

May 5, 2016

Chapter 1: Purpose, Scope and Goals

This Comprehensive Emergency Management Plan (CEMP) establishes the organizational and procedural framework necessary to ensure the University of North Florida will be positioned to react and respond appropriately to internal or external threats or emergencies that may arise.

This Plan incorporates the four phases of emergency management (preparedness, response, recovery, and mitigation) and parallels Duval County emergency management processes and state activities outlined in the State of Florida CEMP.

Scope

The CEMP establishes the basic policies, assumptions and strategies for an emergency management program. The CEMP establishes as the first priority protection of students, faculty, staff and visitors. The preservation and protection of property is the second priority. Protecting the pristine environment that has become synonymous with the University of North Florida is the third priority.

The CEMP is applicable to minor, major or catastrophic disasters. It is flexible and expandable, depending on the emergency situation and need. Any part or section of the plan may be utilized separately if required.

The CEMP establishes the procedures to coordinate with local, regional, state and federal emergency management agencies, organizations and programs. A unified direction and control structure is described. The CEMP identifies staff roles and resource allocation, as well as decision-making criteria. It delineates lines of authority, responsibilities and working relations of various entities.

The CEMP brings together UNF and Duval County resources in a unified approach to manage the disaster. In addition, it identifies a cooperative process for coordination of private sector and volunteer resources.

The CEMP addresses management and prioritization of local resources and establishes the procedure to request immediate assistance for resources, if needed. State and/or federal resources will be requested and drawn from when local resources have been exhausted.

The CEMP provides a format for the shift of focus of the UNF Incident Management Team (UNF IMT) from response to recovery and mitigation. Long-range recovery and mitigation is addressed by the ability of the UNF IMT to continue operations in a modified form, after the response phase has been terminated.

This CEMP adopts the Duval County CEMP Hazards Analysis. This analysis establishes an effective format for emergency management by:

- Identifying the types of hazards that can occur within the Consolidated City of Jacksonville /Duval County.

- Determining the CCOJ/Duval County's vulnerability to various types of disasters and identifying the most threatening so that appropriate preparedness, mitigation and planning steps can be taken.

Addressing each phase of the Emergency Management cycle

Preparedness

Utilizes lessons learned from previous disasters, locally and elsewhere, to determine what is likely to occur during any particular type and intensity of disaster. Likely community needs can be identified and prioritized. Adequate planning pre-determines the best utilization of resources in responding to needs. Identification and training of personnel for roles and responsibilities during the disaster is included in this phase. The University embraces the Homeland Security Exercise Evaluation Program (HSEEP) as a critical tool to ensure plans are exercised and institutionalized.

Response

The implementation of the CEMP. The University responds to emergencies by activating its plan, incrementally increasing response as needed, giving direction and control to the emergency management effort, and looking ahead to recovery. Individuals respond by implementing their own disaster plans, such as evacuating the area or sheltering in place.

Recovery

Begins as soon as possible, and may begin during the response phase. Within the Operations Section, three of the key branches, Human Services, Infrastructure, and Business Continuity, focus not only on the response, but immediately begin to look towards recovery. The UNF Incident Management Team (UNF IMT) initiates procedures to assess needs and resources, establish priorities, reviews State and Federal aid criteria and coordinates with representatives from all levels of government. Once the extent of the recovery effort is determined, the appointed recovery team members determine how best to manage the specific activities, what resources and personnel will be required and what other actions are needed to return the impacted areas to normal operations as quickly as possible.

Mitigation

This phase involves identifying preventative and/or corrective measures and actions to prevent or limit bodily injury, loss of life or property damage from disasters. It includes policy issues as well as structural projects within the University program. Through the use of education, training, and preparedness, UNF can minimize the impacts of crisis and thereby mitigate the impact.

Methodology

This plan was formulated via several processes:

- Review of national standards such as the U.S. Department of Education “Action Guide for Emergency Management at Institutions of Higher Education.”
- Review of standards from the Emergency Management Accreditation Program (EMAP).
- Review and incorporation of the City of Jacksonville Comprehensive Emergency Management Plan.
- Review and incorporation of the State of Florida Emergency Response Plan.
- Review of various after action reports and studies.
- Meetings were held with each functional component of the UNF IMT.
- Meetings were held with the UNF Crisis Management Team.

Chapter 2: Situation

This section of the CEMP describes the potential hazard and geographic considerations of the University of North Florida. As the campus is located well within the Consolidated City of Jacksonville, and the City has developed an exhaustive risk analysis within its CEMP, the University of North Florida hereby adopts the City's Risk Analysis.

The University of North Florida (UNF) is a diverse four-year fully accredited public institution serving more than 16,000 students, with approximately 3000 living on campus. The campus core is nestled among 1,300 acres that includes nature and wildlife areas. Located in Jacksonville, Florida, UNF is 10 miles south of the downtown area, and 10 miles east of the beaches.

Hazard Analysis (Hazard Specific Plans to address each of these risks are part of the CEMP)

- Wind from Tropical Cyclones
- Hazardous Materials Accidents
- Brush, Wildfires
- Thunderstorms & Tornadoes
- Active Shooter/ Hostile Event
- Critical Infrastructure Disruption
- Bomb Threat
- Structure Fires
- Pandemics

Geographic Characteristics

The CCOJ/Duval County is located in the northeast corner of the State of Florida, approximately 10 miles from the State of Georgia. The CCOJ/Duval County comprises 850.27 square miles (i.e., 544,175 acres). It measures approximately 40 miles from east to west at its widest extent, and 33 miles from south to north. (Source: Jacksonville Planning and Development Department, JPDD)

The highest elevation in the CCOJ/Duval County is 199 feet above sea level. This elevation is found in the extreme southwest corner of the county. From that point, the land surfaces gently slope eastward toward the ocean. The county is characterized by low level coastal plains, interrupted by a series of ancient marine terraces. These terraces, or ridges, have been modified by stream erosion.

The major geographical feature of the county is the St. Johns River, which splits the county into 2 unequal parts. The St. Johns, its tributaries, and the Nassau River control drainage in the western, northern, and central portions of the county. The eastern part of the County is dominated by numerous brackish streams that empty into Pablo Creek (the Intracoastal Waterway) or directly into the Atlantic Ocean. 47,535 acres of the CCOJ/Duval County's area, almost 9 percent, is inland water.

A considerable amount of the CCOJ/Duval County is comprised of environmentally sensitive freshwater marshes and swamps along with salt marshes. The freshwater wetlands are found in conjunction with the creeks and stream valleys in the southeastern, western, and northern portions of the county and in isolated pockets in the western sector. Salt marshes are found in the St. Johns and Nassau River valleys in northeast CCOJ/Duval County.

Emergency Support Structure

The City of Jacksonville has a robust network of public infrastructure that will be drawn upon in times of crisis. UNF is an active participant in the county emergency management process and can depend on outstanding support from all Duval County resources.

Law Enforcement

UNF maintains an accredited police department on campus providing service 24 hours a day. The agency is comprised of 40 personnel, with 30 being fully sworn law enforcement officers. The UPD operates 24-7, 365 days a year.

The Jacksonville Sheriff's Office (JSO) is a joint City-County law enforcement agency which has primary responsibility for law enforcement, investigations, and corrections within Duval County. With over 2400 officers and 700 civilians, the JSO is one of the largest departments in the Southeastern United States. JSO provides specialty law enforcement capability including SWAT, Bomb, Dive, and Aviation Teams. The University of North Florida codifies this relationship through a written Interagency Coordination Procedure.

Emergency Management

Duval County Emergency Management is a nationally accredited program that provides services to the citizens of Jacksonville. This program provides training, support, and a vast array of resources when called upon. Acting as a mentor program to the University's Type IV Incident Management Team, Duval Emergency Management is a founding member of the State Type II North Florida Incident Management Team, and provides support to the University as needed.

Duval County EM, in partnership with the American Red Cross and the Florida Department of Health, maintain sheltering capability with a capacity of over 32,000. The University of North Florida participates in the "Adopt-A-Shelter" program and provides staff to the management of a shelter when activated.

Under the Florida Emergency Management Process recognized in State Statute 252, the County acts as the primary jurisdictional authority. Under this authority, the County will act as the primary point of ordering for UNF resource requests. If necessary, Duval County EM will request resources from the State through the Constellation Resource Management system.

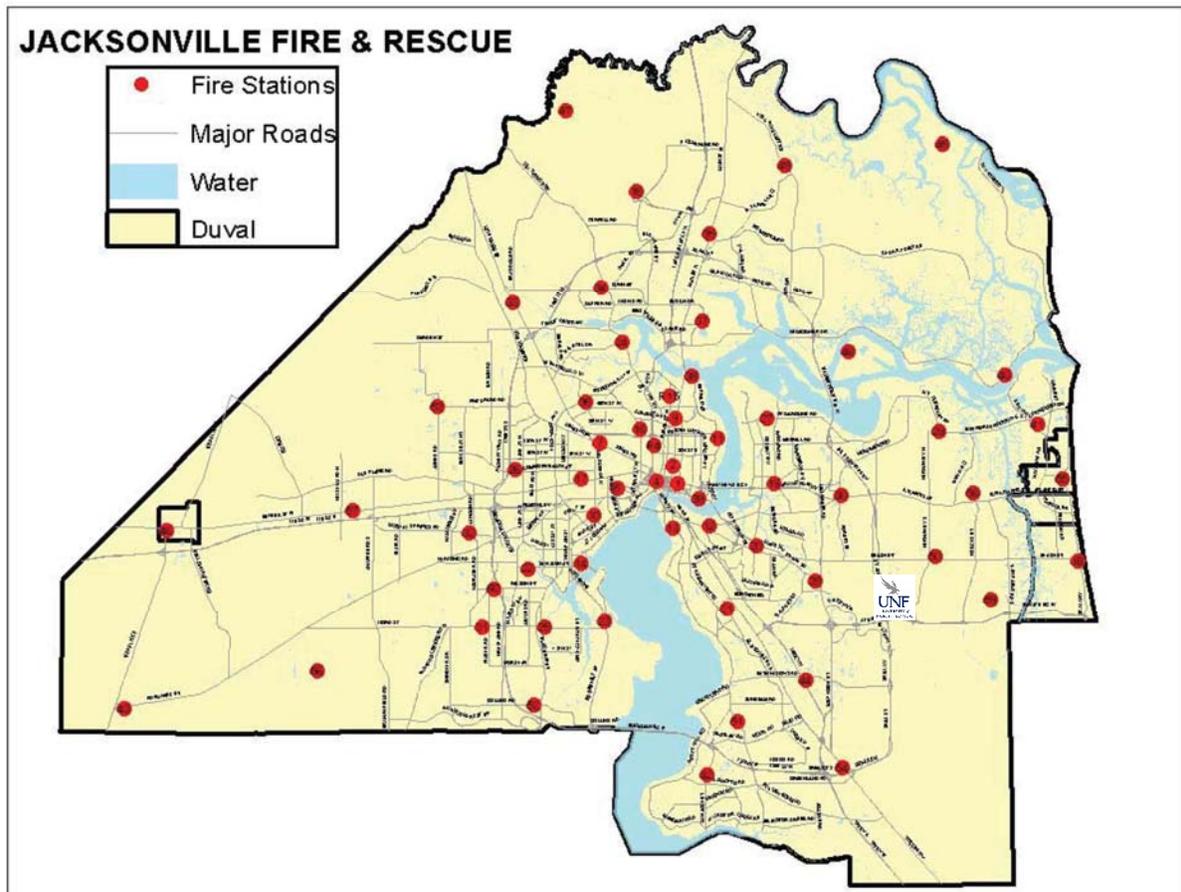
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Fire and Rescue Services

Fire and Emergency Medical Services are provided by the City of Jacksonville Fire/Rescue Department (JFRD). With over 1200 uniformed professional firefighters who are cross trained in EMS, Jacksonville staffs 54 fire engines, 12 Ladder trucks, 42 ALS Ambulances, 4 Marine Boats, 15 Chief Units, and various other support equipment. Station 50 is located 2.4 miles north of the eastern entrance to the campus and houses a fire engine and an ALS ambulance. Station 28 is located 4.2 miles to the east and houses a Chief, Fire Engine, Ladder, ALS Ambulance, and a Tanker.

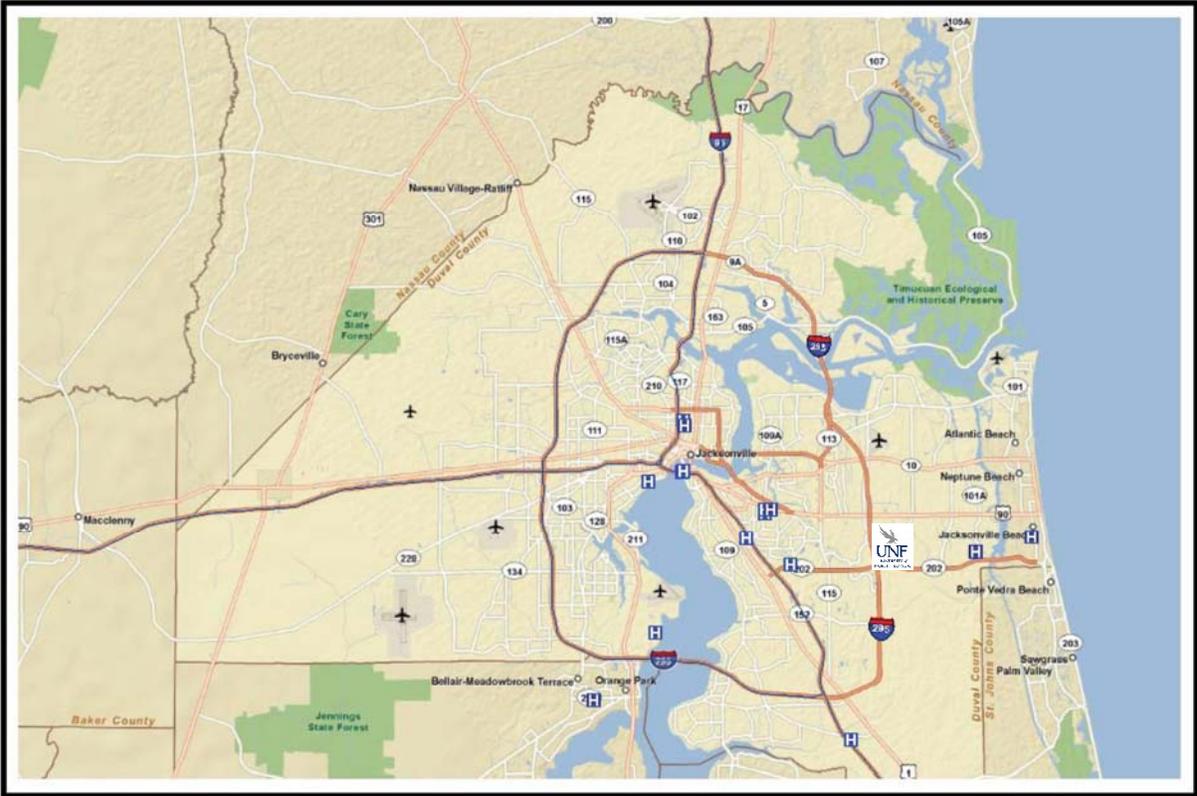
Of note, the JFRD also provides two Type I Hazardous Materials Teams, one of which, Station 21, is located just 8.3 miles from the University. These teams are nationally recognized and come fully equipped to handle any emergencies that the University of North Florida may face.

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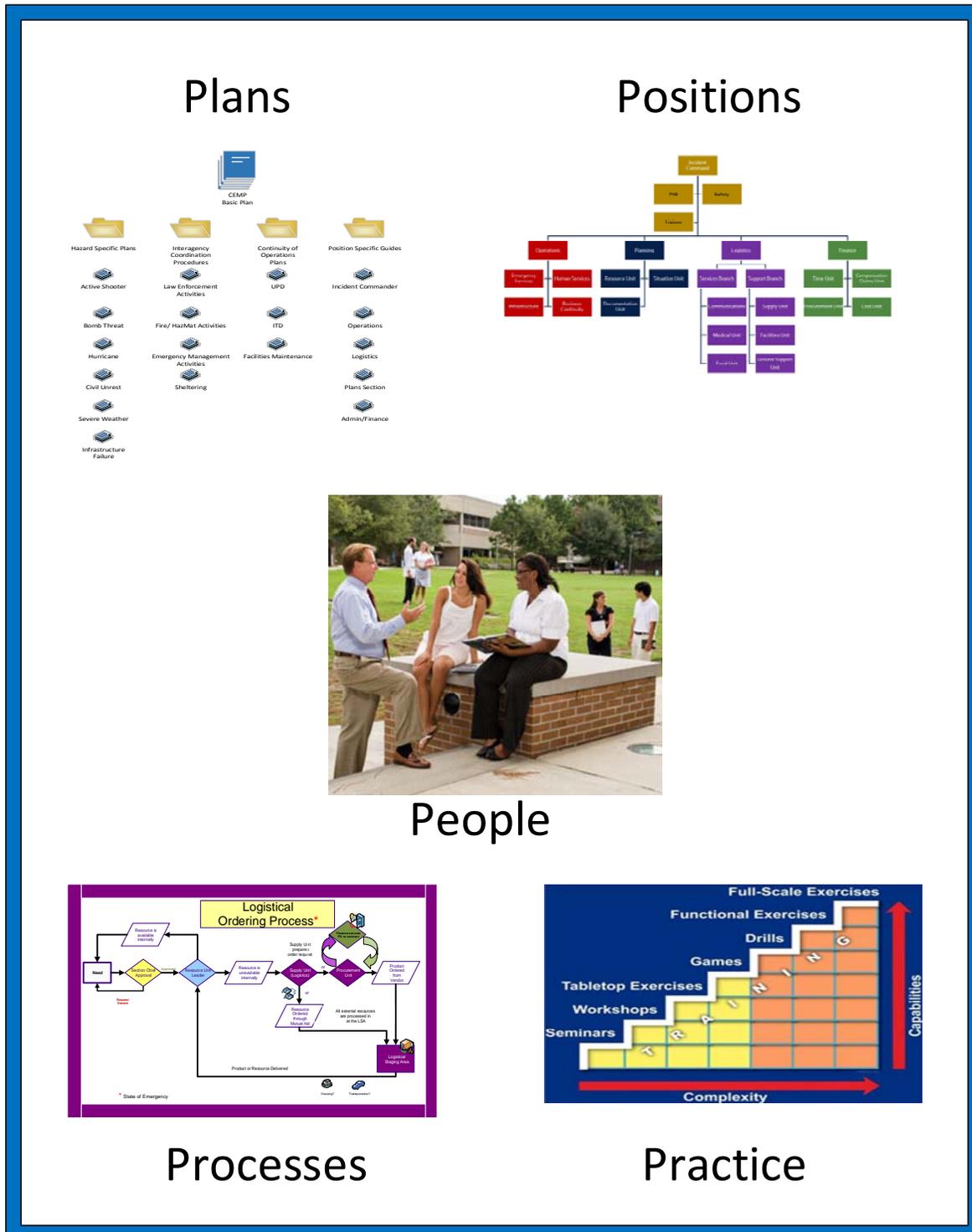
Hospitals and Emergency Rooms

Jacksonville has 12 hospitals, four which are within ten miles of the University. Various stand-alone Emergency Rooms are also located within the City.



People, Plans, Positions, Processes, and Practice

The University of North Florida Comprehensive Emergency Management Plan is structured with a focus on five key elements critical to a comprehensive approach. These elements are People, Plans, Positions, Processes, and Practice.



People

The development of personal skills and abilities necessary for effective management of crisis is a foundational principle of the UNF CEMP. Through training and education, the population of the University of North Florida develops the skills necessary to succeed when facing an emergency situation. Embracing a concept made famous by Craig Fugate, North Florida resident and FEMA Administrator, the University of North Florida recognizes people, not as victims, who have no control over their future, but instead as survivors; people who can have a positive influence on the outcome during crisis. Through training and education, the University empowers its population to rise up to challenges and play a part in the successful management of the event.

Students, Faculty, and Staff: The University takes a proactive approach and emphasizes personal responsibility and action through training programs and video. Whether the emphasis is on hurricane preparedness, “Run, Hide, Fight” Active Shooter Training, or the “See Something, Say Something” campaign, the University leverages multiple national educational campaigns to prepare the campus population. Faculty are encouraged to discuss Emergency Management issues at the start of each semester, and links to educational material and training are routinely posted throughout the campus environment.

University of North Florida Incident Management Team (UNF IMT): UNF IMT members are recruited from throughout the University population and are trained to manage emergencies on campus. These individuals begin with a series of NIMS ICS courses including ICS 700, ICS 800, ICS 100, ICS 200, ICS 300 and ICS 400. Many then go on to train in unit or section training specific to the role they fill on the team. In addition to ongoing training throughout the year, team members participate in exercises quarterly and are instrumental in plan development.



Craig Fugate, FEMA Administrator

Colorado residents walking through a neighborhood of ashes. A woman finding her dog under a pile of rubble after a Kansas tornado. Families foraging for lost heirlooms after their house was demolished by Hurricane Sandy. These are impacted by a natural disaster—the unlucky that found themselves caught in an unfortunate and undeserved event. Federal Emergency Management Agency’s (FEMA) William Craig Fugate sees them as survivors, not victims, and the foundation for rebuilding. Since his appointment to Administrator of the FEMA, Fugate has already changed the way the federal government sees, and works with, the public in disaster relief. It stems from his core belief that no one is a victim, but a survivor. “We need to change this methodology that the public are victims, and realize they’re survivors and that they oftentimes will contribute to greater success if we incorporate them into the plans and remember who we’re working for,” Fugate told the Washington Post. “We’re working for survivors.”

BY [ALEXANDRA BRANSCOMBE](#) | JANUARY 31, 2014 AT 11:15 AM

Plans

The CEMP is divided into five sections: The Basic Plan and four annexes that address Hazard Specific Plans (HSPs), Interagency Coordinating Procedures (ICPs), Continuity of Operations Plans (COOPs), and Position Specific Guides (PSGs). The following describes each section:

CEMP Basic Plan

The Basic Plan outlines the general purpose, scope and methodology of the plan; coordination, control and organizational structure; concept of operations, and identifies responsibilities of all agencies and resources mobilized by the University to assist in recovering from a disaster. The CEMP enables the University of North Florida to discharge its responsibility for providing direction and control during any large-scale disaster.

Hazard Specific Plans (HSPs)

This section of the CEMP includes plans that are specific to unique hazards or risks that will be utilized by all agencies. HSP are based on the University of North Florida's vulnerability to specific hazards discussed in the situation section of the basic plan. These HSPs identify only specific elements, responsibilities, tasks or functions that will be carried out before, during and after a disaster or emergency.

Interagency Coordinating Procedures (ICPs)

This section of the CEMP includes numerous Interagency Coordinating Procedures (ICPs). ICPs detail by name and organization the lead, participating, and coordinating entities and their roles and responsibilities in the four phases of an emergency or disaster. Each ICP outlines specific tasks or "functional" procedures that are generic to all agencies regardless of the hazard. These tasks utilize the ICS concept of the NIMS job aids where specific tasks for coordinating entities are described in detail.

Continuity of Operations Plans (COOPs)

This section defines the critical functions necessary to continue operations, and identifies alternate strategies to continue these functions without loss of continuity.

Position Specific Guides (PSGs)

Position Specific Guides (PSGs) are procedures or guidelines that are ICS position-specific and utilized by that position in the Crisis Management Team to accomplish the functions, missions, or activities outlined by corresponding HSPs or ICPs. PSGs typically include position specific checklists where specific tasks for individual positions are described in detail.



CEMP
Basic Plan



Hazard Specific Plans


Active Shooter


Bomb Threat


Hurricane


Civil Unrest


Severe Weather


Infrastructure
Failure



Interagency
Coordination
Procedures


Law Enforcement
Activities


Fire/ HazMat Activities


Emergency Management
Activities


Sheltering



Continuity of
Operations
Plans


UPD


ITD


Facilities Maintenance



Position Specific Guides


Incident Commander


Operations


Logistics


Plans Section


Admin/Finance

Positions

The National Incident Management System

As required by Florida State Statute 252 and County Ordinance Chapter 674, the University of North Florida has adopted and institutionalized the National Incident Management System Incident Command System (NIMS ICS) process for the management of incidents and events that occur at the University. This implementation is carried out by the University's Type 4 Incident Management Team (IMT) known as University of North Florida Incident Management Team (UNF IMT). Below is an overview of NIMS ICS.

Oversight of the UNF IMT is performed by the University of North Florida Crisis Management Team. This executive level committee is empowered by the University President to carry out the Emergency Management responsibilities as defined in Florida State Statutes Chapter 252 and Chapter 1001.706 which define the responsibilities of the Board of Governors and Board of Trustees to provide for campus security and emergency management.

The Incident Command System:

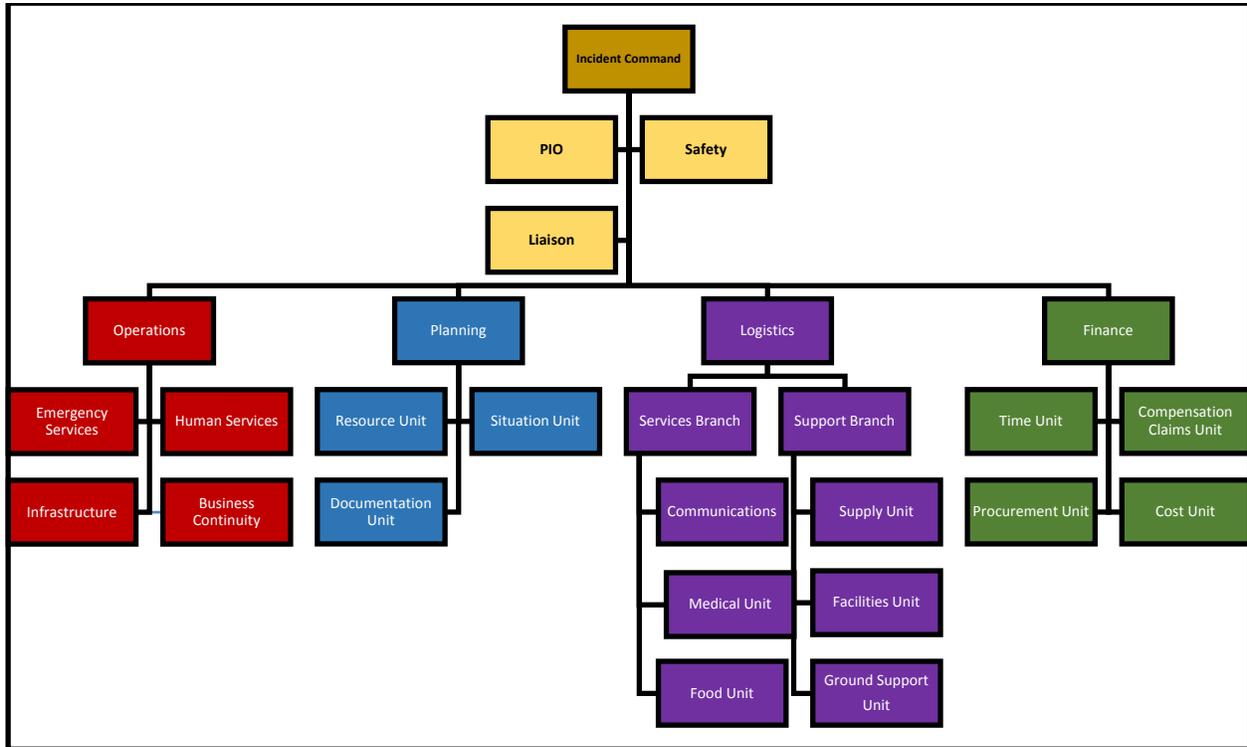
- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration. (FEMA.gov Review Materials)

Reference: Portions of this information has been taken from the following source:

Overview of the National Incident Management System (NIMS) Incident Command System (ICS) Training (Information from fema.gov) May 2008
<https://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf>

The ICS Organization at the University of North Florida



For visual recognition the University of North Florida adopts these color codes for the ICS structure. Identification vests, directional signs, and color coding of responsibilities are a few examples of how this recognition system is utilized.

- Dark Gold- Incident Commander
- Gold- Command Staff
- Red- Operations
- Blue- Planning
- Purple- Logistics
- Green- Finance

Incident Commander ■

The Incident Commander acts as the leader of the Incident Management Team (IMT). Working through delegated authority from the University of North Florida President, this position is responsible for the implementation and success of the IMT. The Incident Commander will staff the IMT with qualified personnel and will be responsible for team activation in time of need.

Key duties of the Incident Commander

- Activate the IMT.
- Receive direction from the Agency Administrator (University President).
- Define the mission.
- Establish the Incident Command Post.
- Set Objectives for each operational period.
- Approve and implement the Incident Action Plan.
- Approve the Situation Report and determine which details are confidential and which can be released to the public.
- Coordinate the activities of the IMT.
- Approve requests for additional resources.

Command Staff Positions

Public Information Officer ■

The Public Information Officer (PIO) is part of the Command Staff and reports directly to the Incident Commander. According to the direction of the Incident Commander, the PIO is responsible for all public information released. If deemed necessary, the PIO will conduct media briefings and will arrange for tours and other interviews or briefings. The PIO is also responsible for notifications to students, faculty, and staff as required by the Clery Act.

Key duties of the PIO

- In coordination with the Incident Commander, determine any limits on information release.
- Develop accurate, timely, and accessible information for the use in press/media briefings.
- Obtain IC's approval on communication.
- Manage social media.
- As needed, develop a Joint Information System (JIS) to coordinate messaging between multiple PIOs.
- Create a Call Center to manage incoming calls.

Safety Officer

The Safety Officer is part of the Command Staff and reports directly to the Incident Commander. This position is responsible for the health and well-being of all personnel involved in the incident/event. Actively participating in the tactical management of the incident, the Safety Officer ensures that all appropriate safety measures are adhered to and necessary risks are mitigated. The Safety Officer monitors and maintains safety perimeters and ensures these perimeters are clearly marked and identified both on-site and on any maps or planning products produced. The Safety Officer will conduct an investigation of any injuries that occur and develop mitigation/prevention measures to prevent future injuries. The Safety Officer has the emergency authority to stop and prevent unsafe acts.

Key duties of the Safety Officer

- Identify and mitigate hazardous situations.
- Clearly establish safety perimeters.
- Develop safety briefings.
- Review the Incident Action Plan for safety implications.
- Assign assistants qualified to evaluate special hazards.
- Initiate preliminary investigation of accidents within the incident area.
- Review and approve the medical plan.

Liaison Officer

The Liaison Officer is part of the Command Staff and reports directly to the Incident Commander. This position is responsible for acting as a Point of Contact for Agency Representatives, Government Officials, and other key officials identified by the Incident Commander. Working in close coordination with the PIO, the Liaison Officer will brief key officials and will coordinate through the PIO VIP visits and tours.

Key duties of the Liaison Officer

- Act as a point of contact for agency representatives.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.
- Provide agency-specific demobilization information and requirements.

General Staff Positions

Operations Section Chief ■

The Operations Section Chief (OSC) is a General Staff position and reports directly to the Incident Commander. This position is responsible for managing all tactical operations of the incident. Receiving objectives from the Incident Commander each operational period, the Operations Section Chief creates strategy options and tactics to meet those objectives.

Key duties of the Operations Section Chief

- Manage tactical operations.
- Develop strategies and tactics to meet the objectives.
- Make or approve expedient changes to the IAP.
- Manage Operational team.

Emergency Services Branch ■

The Emergency Services Branch Director is part of the Operations Section and reports to the OSC. The Emergency Services Branch includes the University Police Department and any other emergency response personnel necessary to complete the mission. This branch is responsible for safety, security, and emergency response.

Key duties of the Emergency Services Branch Director

- Establishment of a Safety perimeter
- All security operations
- Investigations
- Emergency Response

Human Services Branch ■

The Human Services Branch Director is part of the Operations Section and reports directly to the OSC. This branch is directly responsible for meeting the needs of students, faculty, staff, and visitors.

Key duties of the Human Services Branch Director

- Reunification of victims and families.
- Crisis counseling for impacted personnel.
- Sheltering in times of crisis.
- Mass Feeding of impacted students, faculty, and staff.

Infrastructure Branch Director ■

The Infrastructure Branch Director is part of the Operations Section and reports directly to the OSC. This branch is responsible for physical plant facility restoration, utilities, and damage control.

Key duties of the Infrastructure Branch Director

- Electrical Services
- Water/ Waste Water
- Public Transportation
- Facility restoration
- Damage control/ mitigation

Business Continuity Branch Director ■

The Business Continuity Branch Director is part of the Operations Section and reports directly to the OSC. Responsible for business continuity, this position ensures impacts to service delivery are minimized, Continuity of Operations Plans are implemented, and alternate strategies for course delivery and other University services are developed and implemented as needed.

Key duties of the Business Continuity Branch

- Continuity of Operations
- Minimize business impact
- Service delivery

Planning Section Chief ■

The Planning Section Chief (PSC) is a general Staff position that reports directly to the Incident Commander. The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays.

Key duties of the Planning Section Chief

- Develop a meeting schedule to facilitate the “Planning P” process.
- Facilitate the Planning meeting.
- Evaluate the planning products produced by the Section to ensure accuracy and completeness.
- Manage the Planning Team.

Resource Unit Leader ■

The Resource Unit Leader (RUL) is part of the Planning Section and reports to the Planning Section Chief. This Unit is responsible for tracking all resources assigned to the incident and assigning units to the Operations Section. Resources will be classified as Available, Assigned, or Out of Service. The Resource Unit is responsible for resource check-in processes, as well as demobilization of resources that are no longer needed.

Key duties of the Resource Unit Leader

- Track all resources assigned and maintain status of each unit.
- Assign resources to the Divisions/Groups during the Tactics Meeting on the 215 worksheet. Develop the 204 forms for the Incident Action Plan.
- Prepare and implement a demobilization plan.
- Manage the resource check-in process.

Situation Unit Leader ■

The Situation Unit Leader (SUL) is part of the Planning Section and reports to the Planning Section Chief. This unit is responsible for gathering information, ensuring accuracy and verifying facts. This unit maintains constant situational awareness and develops the Situation report (SitRep). The Situation Unit also creates maps, charts, and other aids to disseminate up to date information.

Key duties of the Situation Unit Leader

- Develop the Situation Report
- Investigate information to clarify facts and dispel rumors.
- Develop maps, charts, and other needed informational products.

Documentation Unit Leader ■

The Documentation Unit Leader (DUL) is part of the Planning Section and reports directly to the Planning Section Chief. This unit is responsible for the assembly of the Incident Action Plan and is also responsible for storing and preserving all documentation of the incident.

Key duties of the Documentation Unit Leader

- Gather all information from team members and assemble the Incident Action Plan each operational period.
- Produce copies of the daily IAP for distribution.
- Maintain and preserve all records of the incident.

Logistics Section Chief ■

The Logistics Section Chief (LSC) is a member of the General Staff and reports directly to the Incident Commander. This position is responsible for providing all incident support needs during the operation. The Logistics Section Chief works closely with the Operations Section Chief and the Resource Unit Leader during the Tactics Meeting to ensure that all logistical needs necessary to accomplish the strategy are available. Any unmet resource needs are ordered and then supported by Logistics.

Key duties of the Logistics Section Chief

- Participate in the Tactics meeting and meet the needs of Operations.
- Support all deployed assets assigned to the event.
- Work closely with the Finance Section to ensure all procurement codes are followed and resources are not wasted.
- Manage the Logistics Team.

Services Branch Director ■

The Services Branch Director is part of the Logistics Section and works directly for the Logistics Section Chief. Often misunderstood, this branch focuses solely on the needs of the responders and the Incident Management Team. Needs of the survivors and community are provided by the Operations Section. Three major focuses of this branch are feeding, communications, and the medical needs of the responders.

Key duties of the Services Branch Director

- Management of the Communications Unit, Medical Unit, and Food Unit.

Communications Unit ■

This unit is responsible for all communications needs of responders. This includes radios, cellular and landline phones, internet capability, and satellite services as needed.

Medical Unit ■

This unit is responsible for meeting the medical needs of responders. This unit does not provide services to survivors, as that service is provided by the Operations Section. The Medical Unit develops a Medical Plan (ICS206) for each operational period which outlines the processes necessary for the treatment, transport, and documentation of job injuries.

Food Unit ■

The Food Unit is responsible for the nutrition needs of the Incident Management Team and of responders. This includes food preparation, food service, and delivery as needed.

Support Branch Director ■

The Support Branch Director is part of the Logistics Section and works directly for the Logistics Section Chief. Responsible for supporting the incident, this Branch meets any needs required to accomplish the mission. This includes supplies, vehicle maintenance, and property management.

Key duties of the Support Branch Director

- Management of the Supply, Facilities, and Ground Support Unit.

Supply Unit ■

The Supply Unit manages all commodities needed for the event. This includes ordering, receiving, and distribution of product. Working closely with the Procurement Unit located with the Finance Section, this unit acquires any resources needed from outside of the organization and manages all resources within the organization.

Facilities Unit ■

The Facilities Unit is responsible for all property management needs. This includes setting up the Command Post, Media Staging Area, Joint Information Center, and any other physical locations needed to manage the incident. The Facilities Unit is also responsible for developing a traffic management plan around each location that ensures smooth traffic flow, safety of all personnel, and clear access to facilities. The Facilities Unit is responsible for all parking needs for the incident.

Ground Support Unit ■

The Ground Support Unit provides services to all mechanical equipment utilized in the incident. Maintenance of vehicles, generators, light plants, electronic traffic signs, tools, and equipment are included. The Ground Support Unit is also responsible for inspecting, upon arrival and demobilization, any equipment brought to the incident by outside organizations. This inspection process is designed to document any potential damage or claims issues that may arise.

Finance Section Chief ■

The Finance Section Chief (FSC) is a member of the General Staff and reports directly to the Incident Commander. The Finance Section Chief is responsible for managing all financial aspects of an incident. As a State Agency, the University of North Florida is required to follow the very structured State procurement process. The Finance Section Chief ensures all procurement code requirements are followed and all accounting standards are met. In a crisis situation, it is not unreasonable to expect property damage, job injuries, overtime, and compensation/ claims issue to arise. The Finance Section manages these issues.

Key duties of the Finance Section Chief

- Maintain full awareness of cost and total financial impact of the incident.
- Maintain adherence to State Procurement Code and Accounting standards.
- Evaluate operational strategies for cost efficiency.
- Manage the Finance Section team.

Time Unit Leader ■

The Time Unit Leader is a position within the Finance Section and reports directly to the Finance Section Chief. This position maintains records of time sheets for all personnel assigned to the incident. The Time Unit Leader keeps a running total of overtime expenses and tracks mutual aid salary costs.

Key duties of the Time Unit Leader

- Monitor the IAP Division/ Group ICS 204 forms to ensure all personnel assigned to the incident are being tracked and salary costs captured.
- Maintain a clear operational picture of salary costs associated with each resource and ensure cost efficiency is maintained.

Compensation/ Claims Unit Leader ■

The Compensation/ Claims Unit works within the Finance Section and reports directly to the Finance Section Chief. This position documents all potential claims related to the incident. Damage to property, injuries to personnel, and any other potential liability issues are managed by this unit.

Key duties of the Compensation/ Claims Unit

- Work closely with the Safety Officer to ensure all injuries are documented and job injuries are processed appropriately.
- Work closely with Logistics to track property damage to equipment, vehicles or other physical assets.

Procurement Unit Leader ■

The Procurement Unit Leader resides within the Finance Section and reports to the Finance Section Chief. This position manages the procurement process for purchases and contracts.

Key duties of the Procurement Unit

- Works closely with the Logistics Supply Unit to provide Purchase Orders as necessary to acquire services and goods for the incident.
- Monitors the Incident Action Plan for potential contractual issues that may require procurement activity.

Cost Unit Leader ■

The Cost Unit leader is part of the Finance Section and reports directly to the Finance Section Chief. This position maintains a running total of all costs associated with the incident. Gathering information from the other units within the Finance Section, the Cost Unit performs a daily wrap-up and provides this information to the Incident Commander.

Key duties of the Cost Unit Leader

- Monitors all operational and logistical activities and ensures all associated costs of the operation are being documented.
- Ensure the Incident Commander has full awareness of financial implications of incident.

Processes

The National Incident Management System also provides clear processes necessary to manage in times of crisis. The University of North Florida has adopted these processes and adapted them to seamlessly fit within the UNF structure.

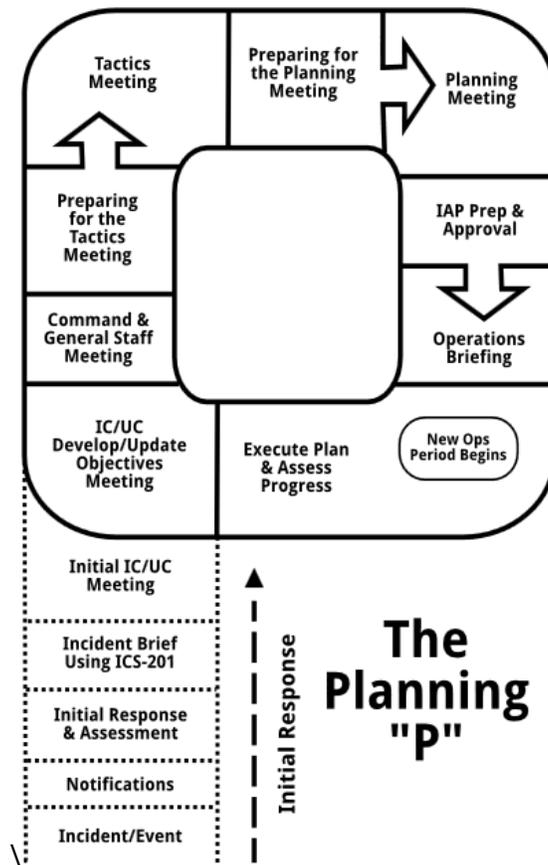
Command:

- **Establishment and Transfer of Command:** The command function is clearly established from the beginning of an incident through the activation of the UNF IMT. When command is transferred, the process includes a briefing that captures all essential information for continuing safe and effective operations.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

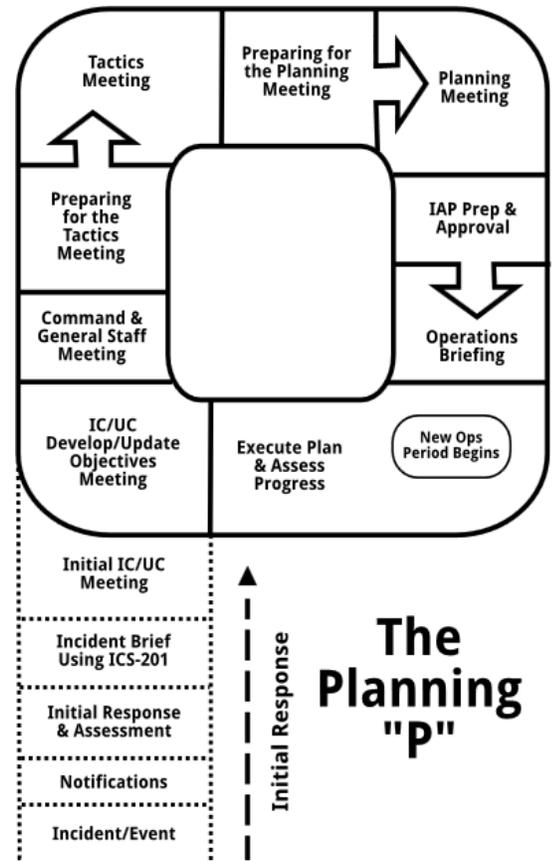
The Planning P (Source: FEMA NIMS training document modified for UNF use)



- The Planning “P” is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

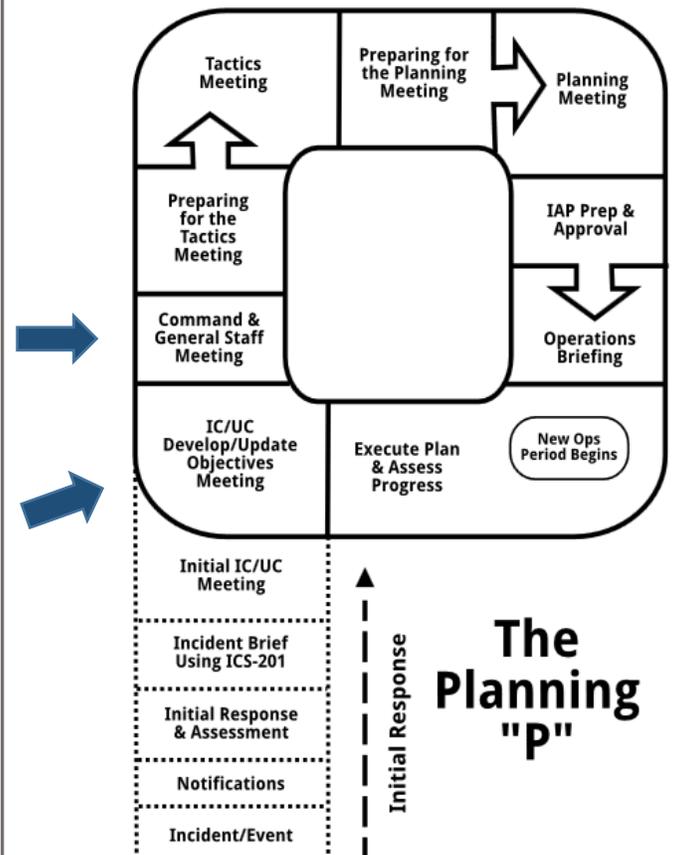
Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions. The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.



The Start of Each Planning Cycle

- **IC/UC Objectives Meeting:** The Incident Command/Unified Command establish incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives. The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period.
- **Command and General Staff Meeting:** The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.



Preparing and Conducting the Tactics Meeting

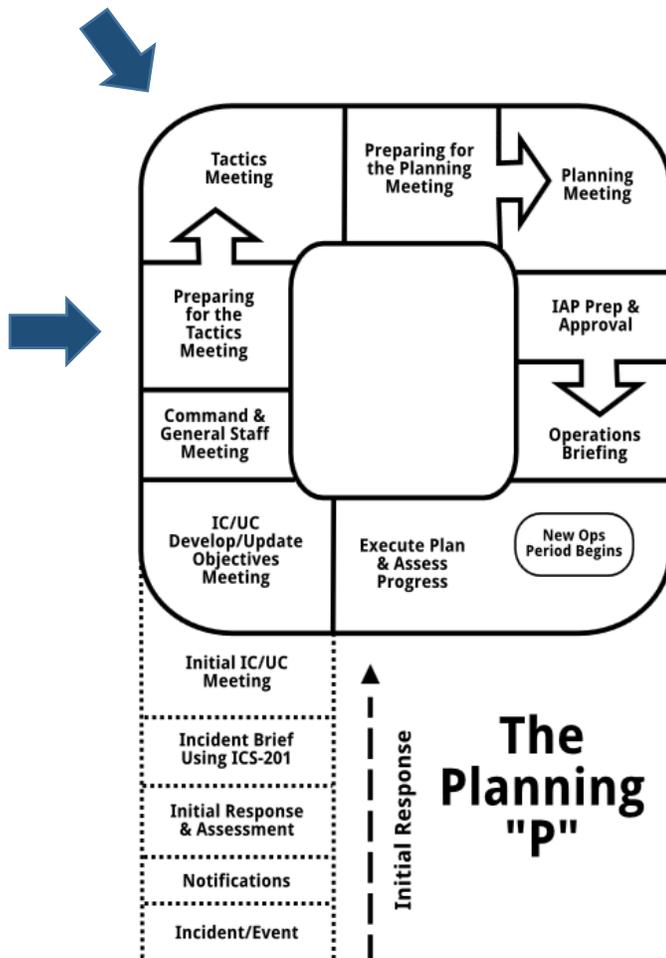
The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting.

The ICS Forms 215, Operational Planning Worksheet, and 215A, Incident Safety Analysis, are used to document the Tactics Meeting.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the Operational Period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.



Preparing for the Planning Meeting

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

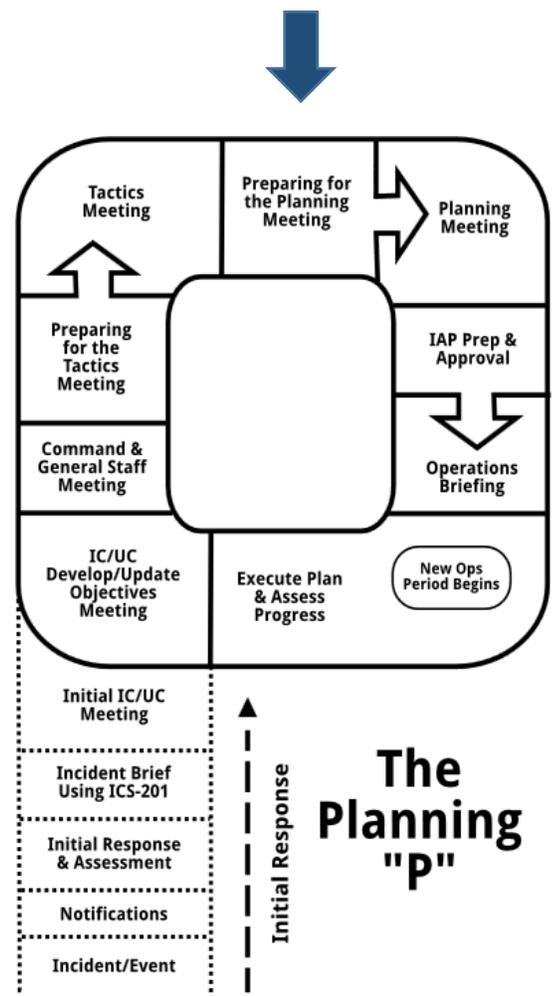
- Review the ICS Form 215 developed in the Tactics Meeting.
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

Planning Meeting

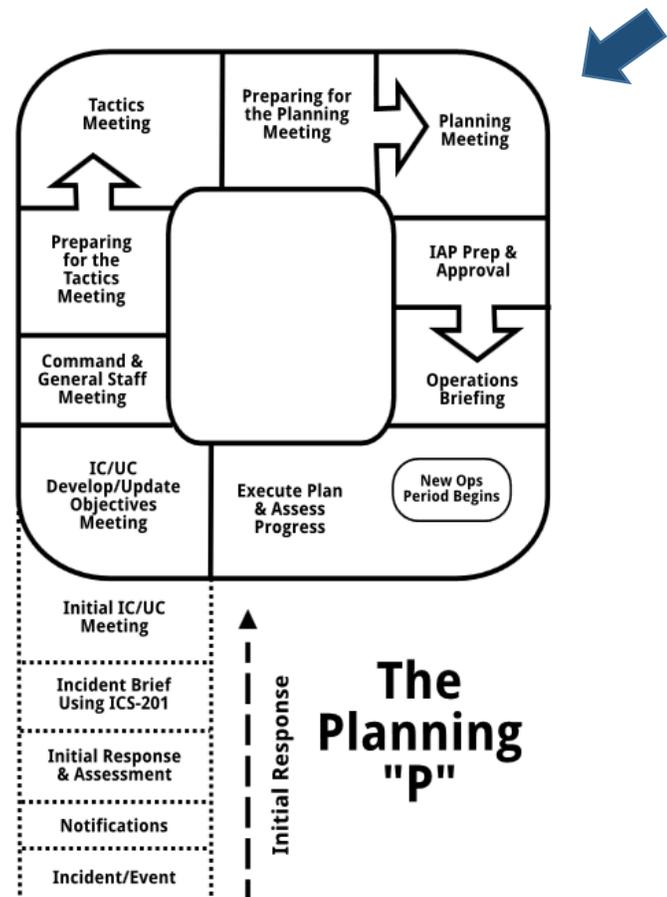
The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's "Resources Unit" will have to work with the Logistics Section to accommodate.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.



**The
Planning
"P"**



**The
Planning
"P"**

IAP Preparation and Approval

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

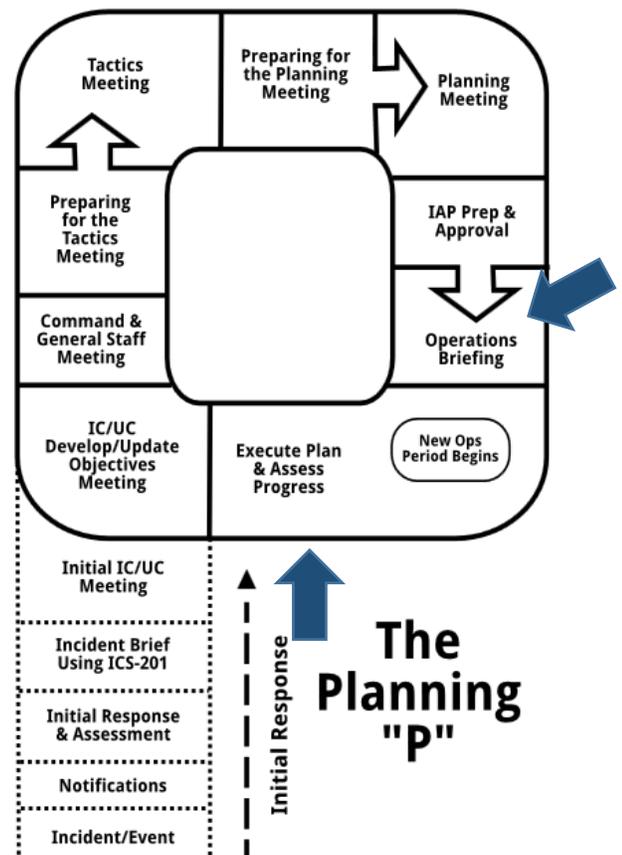
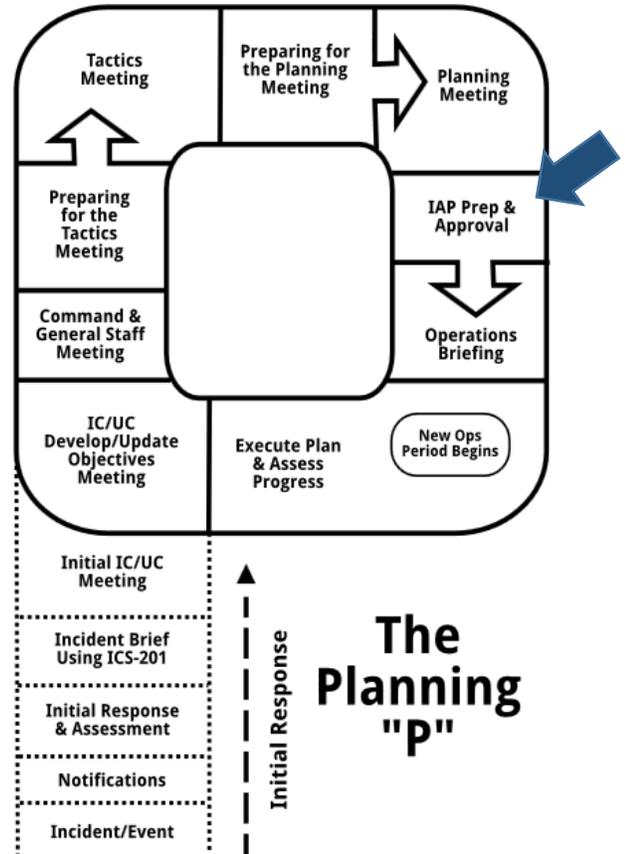
Operations Period Briefing

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.

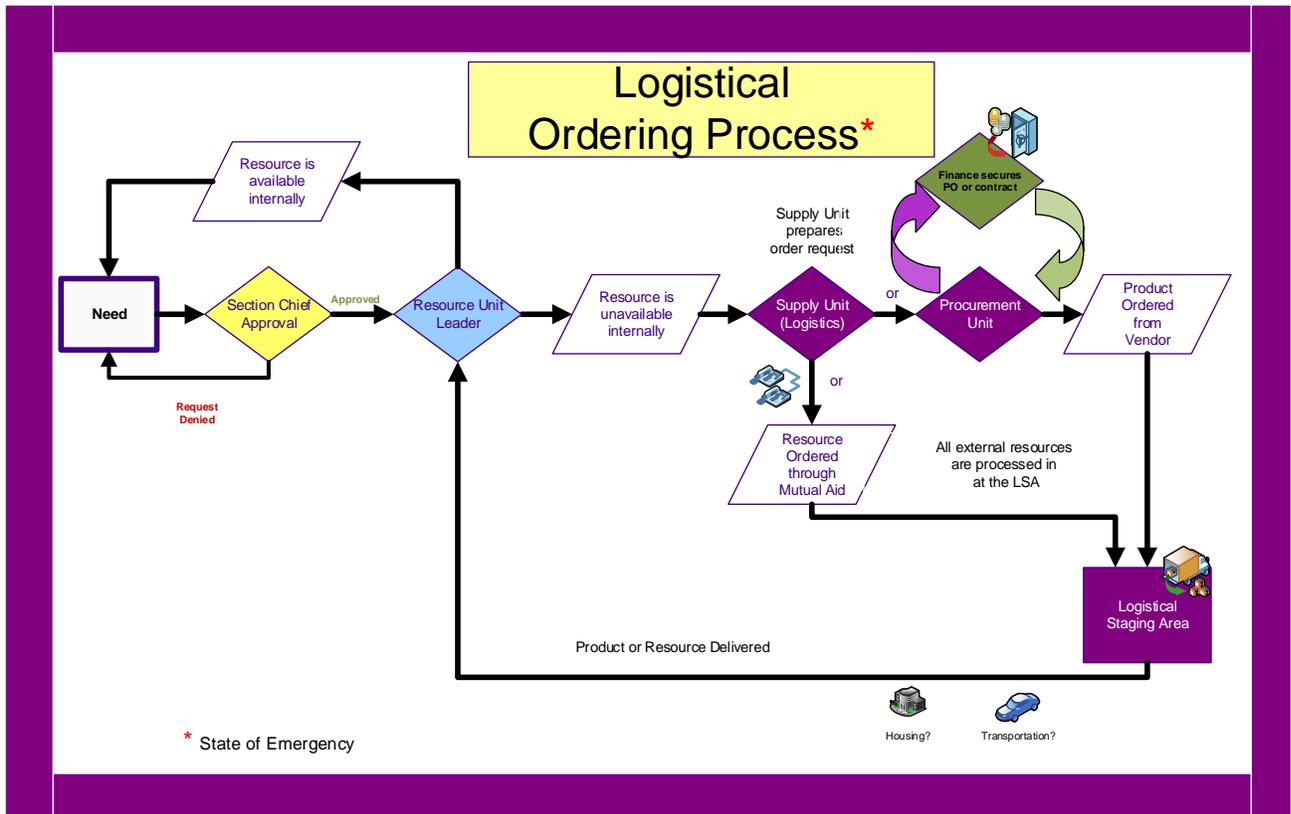
Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period. The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.



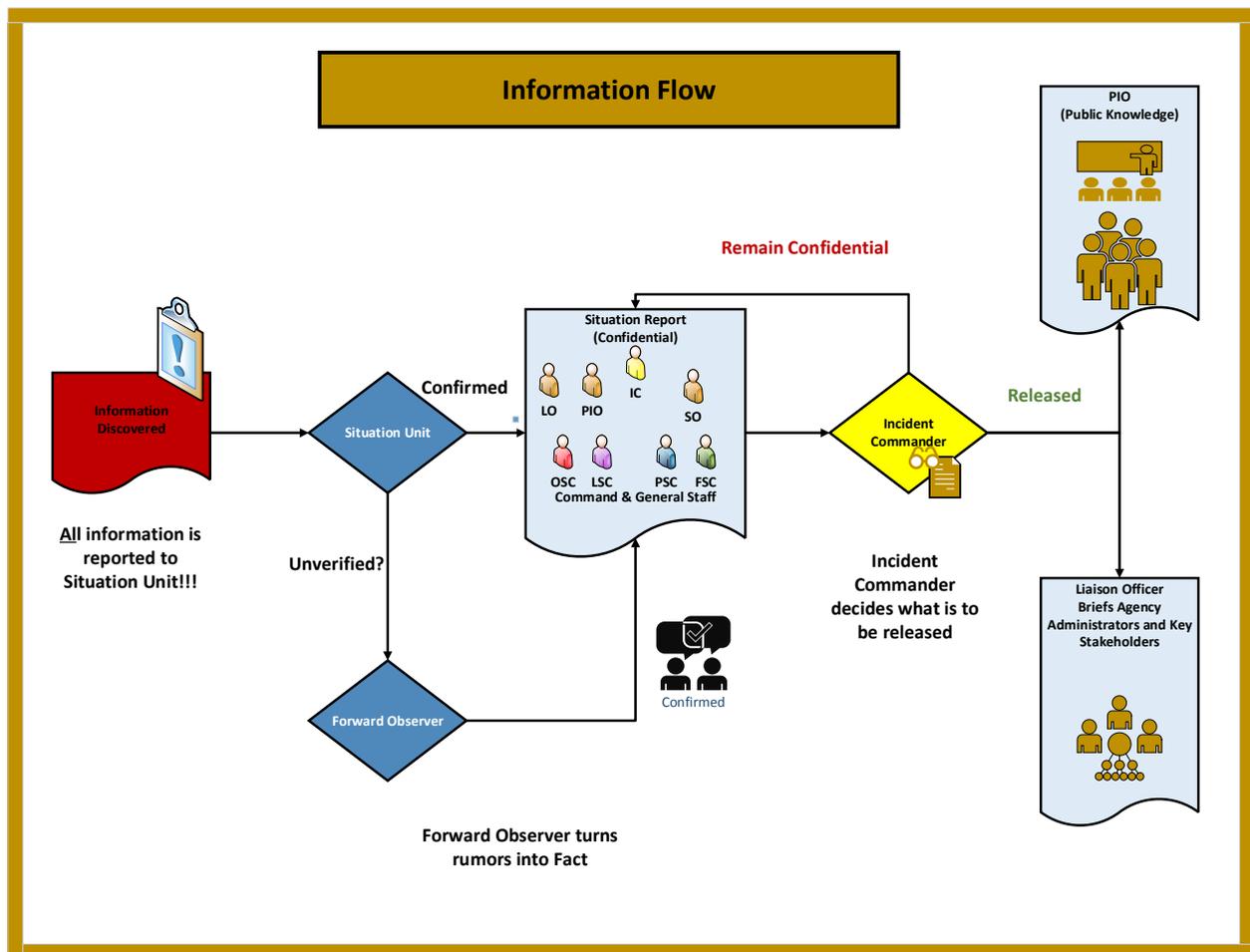
Facilities and Resources:

- Incident Locations and Facilities: Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- Comprehensive Resource Management: Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities. Below is an example of the University of North Florida's Logistical Ordering Process.



Communications/Information Management

- Integrated Communications: Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- Public Communication: UNF, through the use of the PIO position and the Joint Information Center concept, is prepared to meet community informational needs through the use of phone banks, social media, and various other modes of communication.
- Information and Intelligence Management: The incident management organization has established a process for gathering, analyzing, sharing, and managing incident-related information and intelligence, as demonstrated below.



Professionalism:

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
 - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
 - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
 - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
 - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
 - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

Dispatch/Deployment: Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Practice

The University of North Florida recognizes the need for a strong exercise program that incorporates program management, design and development, conduct, evaluation, and improvement planning. As such, the University of North Florida adopts the Homeland Security Exercise and Evaluation Program (HSEEP), a product of the Department of Homeland Security.

Each quarter, the UNF IMT puts into action its “People, Plans, Positions, and Processes” by utilizing one of the HSEEP exercises products (Discussion-based exercises, Operational-based exercises) to practice emergency management operations. The UNF Incident Management Team comes together, filling their respective ICS roles, are given a scenario designed to test a particular Hazards Specific Plan, and are then required to utilize the appropriate processes to accomplish the exercise objectives.

At the end of every exercise, an evaluation process occurs, weaknesses are identified, and plans and processes are updated as necessary.



The University also recognizes the value of a thoughtful, progressive approach to exercises which allows each exercise to build on past exercises and grow in complexity and depth. This building block approach is a foundational principle of the HSEEP program and is adopted by the University of North Florida.

