



COMPREHENSIVE EMERGENCY MANAGEMENT PLAN 2021-2022

**BROWARD
COLLEGE**

SAFETY, SECURITY and EMERGENCY PREPAREDNESS

BROWARD COLLEGE ————— **954-201-HELP (4357)**

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Executive Summary and Purpose

The Broward College Comprehensive Emergency Management Plan (CEMP) is the master operations document governing Broward College's (BC) ability to respond to and recover from emergencies, and to catastrophic, major and minor disasters on all the campuses and facilities. The CEMP establishes the framework of an all-hazards approach and outlines responsibilities and coordination mechanisms to be used during a disaster or emergency.

The CEMP is compliant with the National Incident Management System (NIMS), and incorporates the principles set forth in the Incident Command System (ICS). The CEMP describes the basic strategies, assumptions, roles, and responsibilities and operational objectives which will guide the Broward College community to be as prepared as possible for the hazards that will most likely occur. The CEMP is designed to protect lives and property through effective use of College, Local, Regional, State, and Federal resources. Since an emergency may be sudden and without warning, the CEMP is intended to be flexible to accommodate contingencies of various types and magnitudes. The BC CEMP is not intended to limit the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan.

1.0 Introduction

1.1 Scope

The CEMP outlines the mitigation, preparation, response, and recovery actions of Broward College personnel and resources for all hazards that could negatively impact BC. The CEMP incorporates the use of the NIMS, as directed by Homeland Security Presidential Directive 5 (HSPD-5), to facilitate interagency coordination between responding agencies and is consistent with the Broward County CEMP, State of Florida CEMP, and The National Response Framework (NRF). Broward College continuously collaborates with local, state, and federal emergency response agencies in the development, implementation, and maintenance of the BC CEMP.

BC personnel and equipment will be utilized in accordance with the guidelines set forth in the CEMP to accomplish the following priorities in order of importance:

- Priority 1: Protection of Human Life
- Priority 2: Support of Health, Safety, and Basic Care Services
- Priority 3: Protection of BC assets
- Priority 4: Maintenance of Critical BC Services
- Priority 5: Assessment of Damages
- Priority 6: Restoration of BC Operations

The BC CEMP is designed to be flexible, adaptable, and scalable. It is always in effect and articulates the roles and responsibilities for Broward College personnel in relation to emergency management mechanisms.

1.2 Emergency Plan Suite Structure

Broward College's Emergency Plan Suite consists of the Comprehensive Emergency Management Plan (CEMP), Severe Weather Plan (SWP), and the Continuity of Operations Plan (COOP). These three components make up the primary Emergency Plan Suite.

- The CEMP provides the overview of Broward College's general framework for all phases of the College's approach to emergency activities and operations. Additionally, the CEMP contains certain operational attachments which provide specific directions for functions and operations such as the Emergency Operation Centers.
- The SWP specifically addresses incidents caused by weather and other natural causes and provides basic guidelines in planning emergencies. It is intended to be a management-supported, documented, and cost-effective plan providing college-wide capability for organized preparation and timely recovery from a major unforeseen disruption caused by a hurricane, tornado, or other severe weather event. The SWP is updated on an annual basis or as needed.
- The COOP establishes policy and guidance to ensure the execution of the mission-essential functions for Broward College if an emergency threatens or incapacitates operations. The COOP outlines the relocation of selected personnel and functions of any

essential facilities of Broward College as required ensuring the College can conduct essential missions and functions under all threats and conditions.

In addition to the above-mentioned plans, there are several supporting elements which enhance measures of preparedness, response, and recovery.

- Standard Operating Guidelines (SOGs) have been developed for each campus and their associated centers. The SOGs provide for a more customized all-hazards approach to each campus and are driven by the Campus Incident Management Teams (CIMT). Within these documents are campus specific response and recovery mechanisms.
- Hazard Specific Annexes (HSAs) are contained within the SOG. HSAs provide further details in check-list format on specific hazards that may require specific attention. Examples of HSAs are responding to an active shooter and emergency evacuation. HSAs are driven by the CIMT.
- Occupant Emergency Action Plan (OEAP) is an occupational emergency plan template which can be utilized by buildings of the College. The OEAP is designed to simplify the process of developing actionable plans, improvements, and targets increasing employee's access to critical emergency action information and ensure a common planning picture is reinforced throughout all the College's locations. The focus is developing protocols following the order of a Shelter-In-Place or Evacuation. The template is overseen by the Department of Safety, Security & Emergency Preparedness but developed and managed by each individual building through the direction of the Campus Presidents and Business Deans.
- Crisis Communications Plan (CCP) contains the communications strategies, processes and procedures surrounding emergency notifications and alerts during emergency situations to include BC Alert tutorials and hotlines. The plan provides hazard specific communication strategies such as anticipated timelines and predeveloped message plans. This document is jointly managed by the Public Affairs & Marketing Department and the Department of Safety, Security & Emergency Preparedness.

The following figure (Figure 1) provides for a demonstration of the relationship between each plan and component.

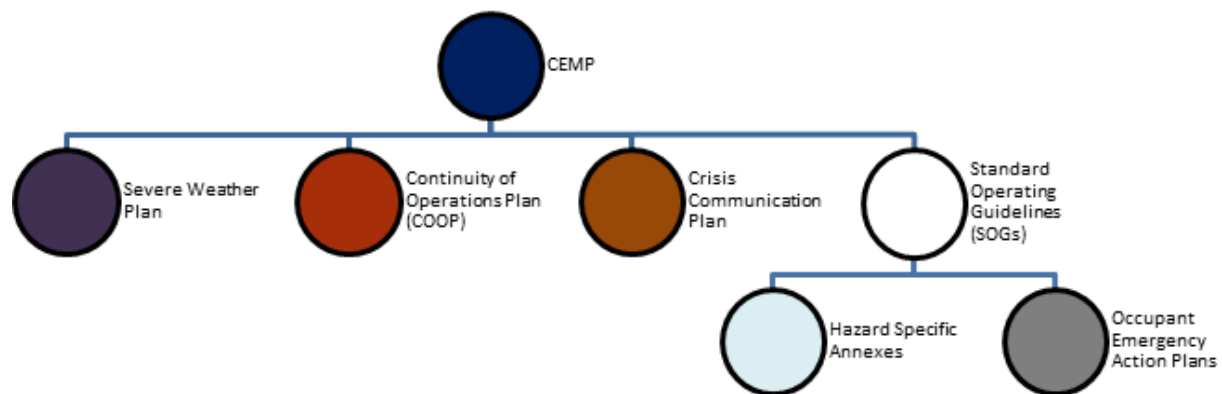


Figure 1: Emergency Plan Suite & Components

1.3 Methodology

On April 30, 2007, Florida Governor Charlie Crist signed Executive Order 07-77, establishing the Gubernatorial Task Force for University Campus Safety. The goal of the task force was to develop recommendations and identify best practices that Florida colleges and universities could implement to make their campuses safer. The task force recommended that each college create an emergency management committee whose responsibility would include developing, reviewing, and recommending areas of improvement to the CEMP. In response to the above recommendation, BC established a group which focused on emergency management and resulted in the early stages of the emergency management elements. In 2013, the Department of Safety, Security & Emergency Preparedness (DSSEP) was formed and has since assumed responsibility for emergency management objectives. The DSSEP, through directed collaborative efforts various other operational areas internal and external to the College, is responsible for the CEMP, developing strategies to address new hazards as they are identified, and assisting in the coordination of training and exercises. Members involved within these processes of BC's efforts are represented from the following functional areas:

Department of Safety, Security & Emergency Preparedness	
Senior Management Team	
Academic Affairs	Business Affairs/Finance
Human Resources	Disability Services
Information Technology	Facilities
Public Affairs & Marketing	Student Affairs

The CEMP is reviewed annually and revised as needed to ensure compliance with current policies and procedures and furthermore, to maintain the highest level of preparedness in responding to and recovering from emergencies. The process for updating the CEMP involves soliciting

feedback, comments, and suggestions from respective and applicable areas of the College.

1.4 Authority

College-wide

- In accordance with Policy 6Hx2-7.01, Emergency Policy, the Broward College Board of Trustees authorizes the College President to prepare, maintain, and implement the CEMP.
- In accordance with Procedure A6Hx2-7.01, Emergency Procedure, the CEMP shall describe the basic strategies, assumptions, roles, and responsibilities and operational objectives which will guide the Broward college community to be as prepared as possible for the hazards that will most likely occur.
- College Procedure A6Hx2-7.01 delegates the authority to develop, maintain, and distribute the BC CEMP to the Associate Vice President, Safety, Security and Emergency Preparedness.
- Action Agenda, Item I from the BC District Board of Trustees meeting on August 24, 2005 authorizes the adoption of NIMS by resolution.

External

- Broward County emergency management authority and support are governed by Article II; Section 2.04G of the Broward County Code.
- The State of Florida emergency management authority and support are governed by Florida State Statute, Chapter 252.
- The federal government is authorized to support the county and state governments in accordance with the Stafford Act and Title 44 of the Code of Federal Regulation.

2.0 Broward College Situational Overview

2.1 Geographic Information

Broward College is in Broward County on the southeast coast of the Florida peninsula. It has three main campuses, an online campus, an administrative center, and seven additional learning centers with a total of over 77 buildings (approximately 1,941,991 sq. feet) on approximately 404 acres of land. Broward County's low and flat topography coupled with its coastal geography makes the College extremely vulnerable to hurricanes, severe weather, and other natural and man-made hazards.

2.2 Demographics

The College is an open-access, public institution of higher education. Broward College is one of the largest institutions of higher education in the U.S. with an annual enrollment of over 65,000 students, comprised of both full time and part time students, and approximately 4,000 employees. The college has three main campuses and additional centers throughout Broward County.

All BC campuses and centers reside within the jurisdiction of Broward County.

City of Coconut Creek

The North Campus resides within the jurisdiction of the City of Coconut Creek. The Coconut Creek Police Department is the primary law enforcement agency for the North Campus. The Margate Fire Department is the primary fire-rescue department for the North Campus.

City of Dania Beach

The Tigertail Lake Center resides within the jurisdiction of the City of Dania Beach. The Broward Sheriff's Office (BSO) serves as the primary law enforcement response agency and the Broward Sheriff's Office Department of Fire Rescue (BSOFR) is the primary fire-rescue department for the Tigertail Lake Center.

Town of Davie

The A. Hugh Adams Central Campus resides within the jurisdiction of the Town of Davie. The Town of Davie Fire Rescue and Police Departments are the primary emergency response agencies for Central Campus.

City of Fort Lauderdale

The Willis Holcombe (Downtown) Center and the Cypress Creek Administrative Center reside within the jurisdiction of the City of Fort Lauderdale. The City of Fort Lauderdale Fire-Rescue and Police Departments are the primary emergency response agencies for the Downtown Center and the Cypress Creek Administrative Center.

City of Miramar

The Miramar Town Center and Miramar West Center reside within the jurisdiction of the City of Miramar. The City of Miramar Fire-Rescue and Police Departments are the primary emergency response agencies for the Miramar Town Center and Miramar West Center.

City of Pembroke Pines

The Judson A. Samuels South Campus and the Pines Center reside within the jurisdiction of the City of Pembroke Pines. The City of Pembroke Pines Fire-Rescue and Police Departments are the primary emergency response agencies for South Campus and the Pines Center.

City of Weston

The Weston Center resides within the jurisdiction of the City of Weston. The BSO is the primary law enforcement response agency and the BSOFR is the primary fire-rescue department for the Weston Center.

2.3 Assumptions

The BC CEMP is predicated on a realistic approach to the challenges likely to be encountered during a major emergency. Therefore, the following assumptions are made and should be used as general guidelines in an event.

- An emergency may occur at any time of the day, night, weekend, or holiday, and with little or no warning.
- The succession of events in an emergency are not predictable; hence, published response plans, such as the BC CEMP, should serve only as a guide and may require modifications to meet the requirements of a specific emergency.
- An emergency may be declared if information indicates that such conditions are developing or likely to develop.
- Since most emergencies begin locally, emergencies impacting BC may begin at the campus or learning center level.
- Major emergencies may become county or statewide. Therefore, it is necessary for BC to prepare for and carry out emergency response and short-term recovery operations in conjunction with local, state, and federal emergency response agencies.
- The magnitude of the emergency may be such that effective emergency response may be beyond the capability of Broward County and the municipalities and may require State or Federal assistance.
- Depending on the type and severity of the emergency, damage may be extensive to the physical plant.
- Assistance from state and federal emergency response agencies may not be immediately available.

2.4 Hazard Identification & Analysis

Natural hazards, such as hurricanes, floods, tornadoes, and wildfires, are a part of the world around us. Their occurrence is both natural and inevitable. In today's world, human-generated hazards such as technological incidents, deliberate acts of terrorism, or active shooter incidents are also legitimate and significant threats to life, safety, and property.

Broward College is vulnerable to a wide range of natural and human-generated hazards. These hazards threaten the safety of students, faculty, staff and visitors and have the potential to damage or destroy College property, disrupt the operation of the College, and impact the overall quality of life of individuals who study and/or work within the boundaries of the College. This vulnerability was most recently highlighted through the impact brought by Hurricane Irma (2017) which caused the College to close, Hurricane Matthew (2016), and Hurricane Wilma (2005). The hazard identification and analysis were compiled in conjunction with the *Kroll Physical Security Assessment*, *Broward County Comprehensive Emergency Management Plan* and *Broward County Local Mitigation Strategy* and will be updated as the documents are modified. The following lists highlights the identified most significant hazard concerns for Broward College.

Natural Hazards

NATURAL HAZARDS

Atmospheric

- Extreme Temperatures
- Lightning
- Severe Thunderstorm
- Tornado
- Tropical Cyclone

Hydrologic

- Coastal Erosion
- Drought
- Flood

Geologic

- Sinkhole / Land Slide

Other

- Wildfire

Manmade / Technological

MANMADE / TECHNOLOGICAL

Biological

- Infectious Disease

Societal

- Mass Immigration
- Terrorism

Technological

- Hazardous Material
- Flood, Internal
- Sewer Failure
- Information Systems Failure
- Structural Damage
- Communications Failure
- Water Failure
- Elevator Failure
- HVAC Failure

Human

- Workplace Violence
- Bomb Threat
- Civil Disturbance

Hazardous Materials

- Small Casualty Hazmat Incident
- Chemical Exposure
- Large Spill
- Small-Medium Sized Spill
- Radiologic Exposure

Excluded Hazards

The following table details the Hazards excluded from further analysis and the accompanying justification.

Table 1 : Hazard Excluded for Broward College	
Expansive Soils	Based on the soil type, Broward College is not at risk to expansive soils as there is no potential for ground swelling.
Volcano	There are no volcanoes located anywhere remotely near Broward College.
Dam / Levee Failure	As published within the Broward County emergency plans, the U.S. Army Corps of Engineers and the FEMA National Dam Safety Program have deemed that there are no identified dams or levees which pose high or immediate hazard to Broward County and Broward College.

PRI Results

The following table displays the hazards identified and their probability, impact, spatial extent, warning time and duration. In addition, by use of associated values, the Priority Risk Index (PRI) is used to measure degree of risk. PRI results allow identified risks to be ranked against one another and further guide the emergency preparedness components of Broward College.

Table 2 : PRI Results for Broward College

HAZARD	CATEGORY/DEGREE OF RISK					
	PROBABILITY	IMPACT	SPATIAL EXTENT	WARNING TIME	DURATION	PRI SCORE
Natural Hazards						
Hurricane & Tropical Storm	Likely	Critical	Large	More than 24 hours	More than one week	3.1
Tornado	Possible	Critical	Small	Less than 6 hours	Less than 6 hours	2.4
Severe Thunderstorm	Highly Likely	Minor	Small	Less than 6 hours	Less than 6 hours	2.4
Flood	Likely	Limited	Small	Less than 6 hours	Less than one week	2.6
Wildfire	Unlikely	Limited	Moderate	6 to 12 hours	Less than one week	2.1
Drought	Possible	Minor	Moderate	More than 24 hours	More than one week	2.0
Extreme Heat	Highly Likely	Minor	Negligible	More than 24 hours	Less than one week	2.1
Storm Surge	Possible	Minor	Small	More than 24 hours	Less than 24 hours	1.6
Sinkhole / Land Subsidence	Unlikely	Minor	Negligible	Less than 6 hours	Less than 6 hours	1.3
Earthquake	Unlikely	Critical	Negligible	Less than 6 hours	Less than 6 hours	2.0
Coastal & Riverine Erosion	Unlikely	Minor	Negligible	More than 24 hours	Less than one week	1.2
Landslide	Unlikely	Minor	Negligible	More than 24 hours	Less than one week	1.2
Tsunami	Unlikely	Limited	Small	More than 24 hours	Less than 24 hours	1.6
Winter Storm/Freeze	Unlikely	Minor	Negligible	More than 24 hours	Less than 6 hours	1.0
Avalanche*	N/A	N/A	N/A	N/A	N/A	N/A
Expansive Soils*	N/A	N/A	N/A	N/A	N/A	N/A
Volcano*	N/A	N/A	N/A	N/A	N/A	N/A
Technological / Manmade Hazards						
Terrorism	Possible	Critical	Moderate	Less than 6 hours	Less than 6 hours	26
Epidemic and Pandemic / Disease	Likely	Critical	Moderate	More than 24 hours	More than one week	29
Hazardous Materials Incident	Possible	Limited	Small	Less than 6 hours	Less than 24 hours	22
Active Shooter	Possible	Critical	Small	Less than 6 hours	Less than 6 hours	24
Civil Disturbance	Possible	Limited	Small	More than 24 hours	Less than 24 hours	19
Nuclear Power Plant Accident	Unlikely	Limited	Moderate	Less than 6 hours	Less than one week	23
Major Transportation Accident	Possible	Limited	Small	Less than 6 hours	Less than 6 hours	21
Mass Immigration	Unlikely	Minor	Small	More than 24 hours	More than one week	1.5
Exotic Pests	Unlikely	Minor	Small	More than 24 hours	More than one week	1.5
Dam / Levee Failure*	N/A	N/A	N/A	N/A	N/A	N/A

Final Determinations

The conclusions drawn from the qualitative hazard identification and analysis, including the PRI results, resulted in the classification of hazard risk according to three categories: High Risk, Moderate Risk, and Low Risk. It should be noted that although some hazards are classified as posing Low risk, their occurrence of varying or unprecedented magnitudes is still possible in some cases and will continue to be reevaluated during future updates.

Table 3: Conclusions on Hazard Risk for Broward College	
HIGH RISK	Hurricane and Tropical Storm Epidemic and Pandemic/ Disease Terrorism Flood Tornado Severe Thunderstorm
MODERATE RISK	Active Shooter Nuclear Power Plant Accident Hazardous Materials Incident Wildfire Extreme Heat
LOW RISK	Major Transportation Accident Drought Earthquake Civil Disturbance Storm Surge Tsunami Mass Immigration Exotic Pests Sinkhole / Land Subsidence Coastal and Riverine Erosion Landslide Winter Storm / Freeze

3.0 Mitigation

Broward College focuses on efforts to reduce loss of life and property by lessening the impact of hazards, incidents, and disasters. Mitigation involves preliminary actions before an emergency or disaster that concentrates on long-term solutions to reducing risk. Mitigation at Broward College is accomplished through involvement, participation, and support from a broad spectrum of departments, stakeholders, and partners.

3.1 Broward College All-Hazards Mitigation Plan

The All-Hazards Mitigation Plan was produced in 2010 and outlines a broad approach to reduce the risk profile of Broward College to natural, man-made, and technical hazards. Although created in 2010, it provides a useful analysis and recommendation of mitigation efforts.

3.2 Mitigate Florida

The Department of Safety, Security & Emergency Preparedness participates with the Florida Division of Emergency Management's Mitigate Florida team which addresses both state and local mitigation plans.

3.3 Kroll Physical Security Assessment

Kroll Advisory Solutions (Kroll) was retained by Broward College and delivered a comprehensive physical security master plan for BC campuses and centers. The *Physical Security Assessment* provides a master plan to create a safe and secure environment by recommendations. These areas include those which impact emergency operations.

3.4 Office of Environmental Health & Safety (OEHS)

The Broward College's Office of Environmental Health & Safety (OEHS) supports emergency management mitigation efforts through its comprehensive training, investigation, and inspections. These elements are a critical component of Broward College's mitigation efforts as they involve the following:

- Inspection and maintenance of fire suppression systems
- Monitoring of fire safety conditions
- Reviewing design plans for all new and renovation projects
- Conducting construction inspections
- Hazard assessment services
- Hazard materials management

3.5 Office of Security and Support Services

The DSSEP's Office of Security and Support Services bolsters emergency management mitigation efforts through its comprehensive training, inspections, and continual expansions. These elements are a critical component of Broward College's mitigation efforts as they involve the following:

- Inspection and maintenance of physical security systems
- Monitoring of physical security systems

- Reviewing design plans for all new and renovation projects
- Hazard assessment services

3.6 Health, Safety, & Security Committee

In 2016, the Emergency Management Committee was embedded within Broward College's Health, Safety & Security Committee. This group is a body that meets as necessary, usually on a bi-monthly basis to strategize, analyze, and discuss BC's emergency preparation, mitigation, and prevention activities. The Committee is made up of a full spectrum of College faculty and staff, from Adjunct Professors to Vice Presidents, as well as student government representatives.

3.7 Enterprise Risk Management

Broward College has an established Enterprise Risk Management (ERM) program to identify, assess, and treat institutional risks. Risk treatments are developed by the College and its institutional risk owners and include a wide array of mitigation techniques including emergency response plans, training, policies and procedures, insurance, and other risk transfer tools. Annually, and more frequently, institutional risks are re-assessed, and new emerging risks are identified.

4.0 Preparedness

Preparedness is a foundational building block to an effective College approach to emergency management. The DSSEP ensures a robust college-wide approach to preparedness through efforts of educating, planning, training, and exercising that address students, faculty, staff, and emergency management team members.

4.1 Educating

The DSSEP credits a successful approach with emphasizing the importance of personal responsibility and instilling that everybody is a stakeholder with preparedness. The DSSEP has instituted programs and training which targets the College community to foster a mutual understanding of emergency information and promote involvement in preparation. The objective of the DSSEP's education campaigns is to improve the community's ability to prepare for, respond to, and recover from an emergency or disastrous situation. Education programs include:

Public Awareness

Prior to October 1st of each year, an e-mail notification is sent to all enrolled students, faculty, and staff that contains a link to the Department's publication of the *Annual Security Report & Safety Information*. This comprehensive document includes safety and emergency information for all campuses and centers to include crime statistics, emergency notification information, and further tips on preparedness.

The DSSEP maintains its own website which consists of pages devoted to emergency management, staying safe at college, and additional resources available to the college community.

Each year, the DSSEP in conjunction with other College departments participates in awareness

and education campaigns geared towards students, faculty, and staff to include: National Campus Safety Awareness Month (September), National Preparedness Month (September), and National Safety Month (June).

Orientation- New Student/Faculty

At all new student, faculty, and staff orientations attendees participate in a segment reserved to informing them of the information available through the DSSEP. A large piece of the training discusses emergency communication, tools, and preparedness.

Shots Fired on Campus

Instructional training & video curriculum hosted by the DSSEP concentrating on empowering people with the knowledge and strategies for preventing and responding to active shooter situations.

Shelter in Place Training

Instructional designed training & curriculum hosted by the DSSEP which concentrates on introducing participants with components related to a Shelter-In-Place action. This empowers participants to take immediate actions, identify available response capabilities, and develop the necessary steps to ensure a safe and secure environment.

NWS SKYWARN

A responsive community originates by instilling within its members the ability to recognize and respond to a developing situation. To harness a more responsive environment and collaborative partnerships, Broward College partners with the National Weather Service (NWS) in hosting official SKYWARN® training sessions. Typically, at a minimum of once a calendar year, the SKYWARN® training is conducted by NWS experts and is comprised of the following description:

- The effects of severe weather are felt every year by many Americans. To obtain critical weather information, NOAA's NWS, part of the U.S. Department of Commerce, established SKYWARN® with partner organizations. SKYWARN® is a volunteer program with nearly 290,000 trained severe weather spotters. These volunteers help keep their local communities safe by providing timely and accurate reports of severe weather to the NWS.
- Although SKYWARN® spotters provide essential information for all types of weather hazards, the main responsibility of a SKYWARN® spotter is to identify and describe severe local storms. In the average year, 10,000 severe thunderstorms, 5,000 floods and more than 1,000 tornadoes occur across the United States. These events threaten lives and property.
- Since the program started in the 1970s, the information provided by SKYWARN® spotters, coupled with Doppler radar technology, improved satellite and other data, and has enabled NWS to issue more timely and accurate warnings for tornadoes, severe thunderstorms and flash floods.
- SKYWARN® storm spotters are part of the ranks of citizens who form the Nation's first line of defense against severe weather. There can be no finer reward than to know that their efforts have given communities the precious gift of time--seconds and minutes that can help save lives

Learning Outcomes: Participants will gain foundational knowledge on identifying severe weather conditions and an understanding on how to report wind gusts, hail size, rainfall, and cloud formations that could signal developing conditions.

Communication

Efforts of educational communication also include:

- Distribution of emergency preparedness emails, literature, brochures, and pamphlets to include topics such as hurricanes, active shooter, etc.
- DSSEP interdepartmental quarterly newsletter, *The Safe*
- Articles within the various interdepartmental publications to include student publication, *The Observer*

4.2 Planning

Various Broward College Departments are consulted during the plan review process. This includes reviewing, updating, and enhancing the emergency plans on an annual and/or as-needed basis in accordance with newly implemented laws or regulations and the lessons learned after emergency preparedness exercises or real-life emergency incidents.

Emergency preparedness and the planning process are the responsibility of the entire College community. The latest version of the CEMP's basic plan is accessible on the emergency preparedness portal of the BC Department of Safety, Security, and Emergency Preparedness website at www.broward.edu/safety

4.3 Training

Training is a critical component of Broward College's preparedness actions. The District Director of Emergency Management is responsible for identifying College personnel who should receive training based on their roles and responsibilities in the overall preparedness for, management of, and response to a college emergency. The three levels of College personnel are:

1. District and Campus EOC Command Staff and Policy Group
2. District and Campus EOC General Staff
3. College Staff with emergency assignments

The following depicts positions representing the above groups. Not all of these positions may be filled during activation. It will be incumbent upon the Incident Commander and Policy Group to determine which positions are filled.

Table 4 : Broward College Emergency Personnel			
College Staff with Emergency Assignments	District EOC and Campus EOC General Staff	District EOC and Campus EOC Command Staff	District Policy Group
All Essential Broward College Personnel.	<ul style="list-style-type: none"> • Operations Section Chief • Logistics Section Chief • Planning Section Chief 	<ul style="list-style-type: none"> • Incident Commander • Public Information Officer 	<ul style="list-style-type: none"> • College Executives

	<ul style="list-style-type: none"> • Finance/Administration Section Chief • Branch Leaders • Group Leaders • Unit leaders 	<ul style="list-style-type: none"> • Safety Officer • Liaison Officer 	<ul style="list-style-type: none"> • Designated Senior Staff
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Table 5 : Required Training for College Personnel					
Course #	Course Title	College Staff with Emergency Assignments	District EOC and Campus EOC General Staff	District EOC and Campus EOC Command Staff	District Policy Group
IS* 100 or 100HE	An Introduction to ICS for Higher Education	X	X	X	X
IS* 200.a	ICS for Single Resources and Initial Action Incidents	X	X	X	
ICS 300**	Intermediate ICS for Expanding Incidents		X	X	
ICS 400**	Advanced Incident Command			X	
IS* 700.a	An Introduction to NIMS	X	X	X	X
IS* 800.b	An Introduction to the National Response Framework (NRF)		X	X	
IS* 908	Emergency Management for Senior Officials				X

*Online course

** Instructor led course (optional/recommended)

Any person assigned as either a district level or campus level Incident Commander should complete the NIMS ICS Position Specific All-Hazards Incident Commander Course (L-950) as well as the Emergency Management Institute (EMI) Independent Study Program (ISP) Professional Development Series (PDS). Additionally, any person assigned to a Command Staff or General Staff leadership position should complete additional training over and above the minimum mandatory level of training as determined by the District Director of Emergency Management.

All College staff with emergency assignments are required to complete the training outlined above. The District Director of Emergency Management will work with personnel from CTEL to ensure those who are required to take emergency management training receive credit for the training through MyLearning.

The District Director of Emergency Management is responsible for collaborating with all local and state emergency response agencies to identify additional training opportunities that can benefit BC personnel.

Emergency Plans Awareness & Training

The District Director of Emergency Management is responsible for ensuring that all essential personnel receive notification of the availability of the revised BC CEMP and encouraging familiarization with all its mechanisms.

4.4 Exercising

The District Director of Emergency Management is responsible for the development, implementation, and maintenance of a yearly exercise schedule to test and evaluate the CEMP and various other emergency plans. At a minimum, BC should participate in the Statewide Hurricane Exercise. The District Director of Emergency Management will analyze the academic calendar to determine the best times to conduct the specified exercises and work with associated parties to finalize the schedule with each functional area to ensure the least impact to normal College operations and the adequate involvement of community members. The District Director of Emergency Management will attempt to hold exercises in conjunction with the local, state, and federal emergency response agencies that serve and protect BC to avoid duplication of efforts and enhance collaboration. All exercises are required to be conducted in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). Lessons learned from completed exercises will be documented in an After-Action Report (AAR) and an Improvement Plan (IP) will be created to identify areas for improvement. The District Director of Emergency Management or designee shall serve as the primary Exercise Director regarding all Broward College exercises and tests.

Multiyear Training and Exercise Plan 2020-2023

The U.S. Department of Homeland Security (USDHS) Preparedness Directorate's Office of Grants and Training (G&T) requires that every State and Urban Area conduct a Multiyear Training and Exercise Plan Workshop (TEPW) annually. With Broward College's adoption of the NIMS, Broward College (BC) has developed its 2020-2023 Multiyear TEPW and has since produced a Multiyear Training and Exercise Plan (TEP).

Broward College's Multiyear TEP is the roadmap to accomplish the priorities described in the CEMP. Broward College has pursued a coordinated training security strategy that combines enhanced planning, innovative training, and realistic exercises to strengthen BC's emergency management capabilities. Training and exercises play a crucial role in this strategy, providing BC with a means of attaining, practicing, validating, and improving capabilities.

The College's training and exercise programs are administered by the Broward College Department of Safety, Security and Emergency Preparedness. The training and exercise agenda described in the plan is binding for all BC campuses, as well as any service centers. The plan helps prepare BC to optimally address both the natural and technical hazards that it faces.

4.5 Information for Individuals with Disabilities

At least once per semester the Department of Disability Services should provide students registered with their department information regarding emergency preparedness resources that

are available for persons with disabilities. The communications at a minimum includes information related to Sheltering-In-Place.

5.0 Response: Concept of Operations

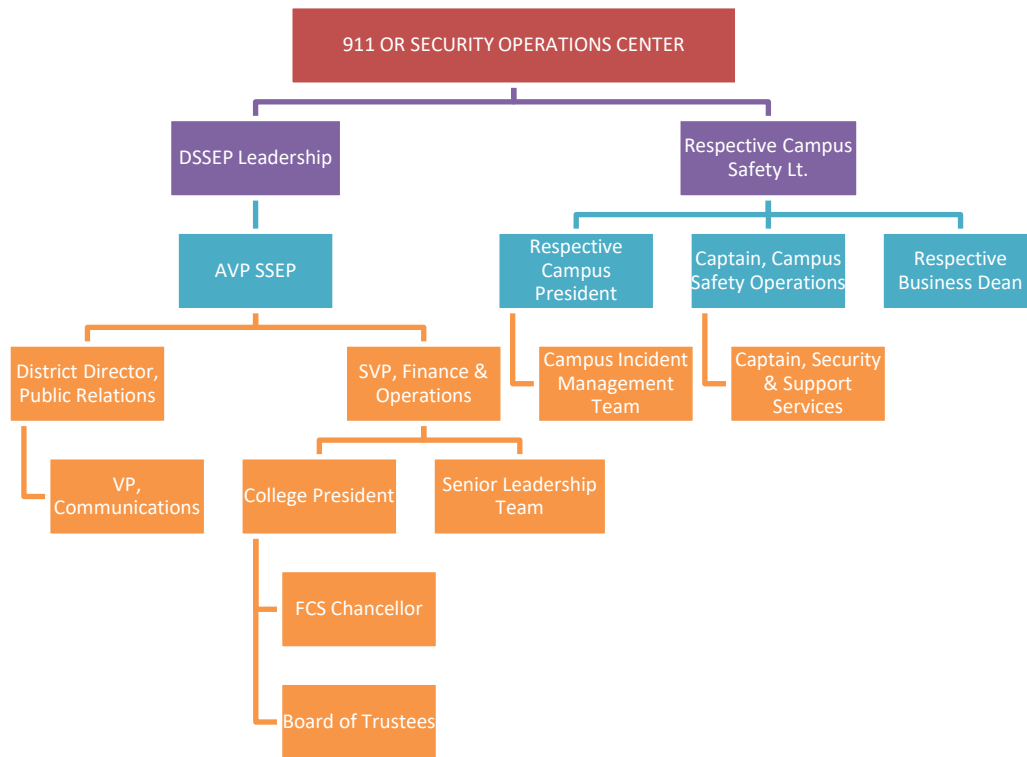
5.1 Capabilities

Broward College has limited capabilities to respond to emergencies that could affect the College. Because of this, BC collaborates with local law enforcement agencies and has existing relationships with municipalities where their campuses are located to provide first response support to the College. The Department of Safety, Security and Emergency Preparedness invites local emergency response agencies to Broward College public safety meetings and emergency management training and exercises conducted at the College.

5.2 Emergency Decision Making

The most critical steps in the emergency response process are incident identification and threat assessment. The BC CEMP assumes that most emergency incidents on campus are going to be identified by students, faculty, staff, or visitors. If students, faculty, staff, or visitors are involved in or witness an emergency, it is essential for them to immediately call 911 and then afterwards, if safe to do so, Campus Safety. This notification is the first step in the activation of the BC CEMP and emergency response. The local 911 Public Safety Answering Point (PSAP) and Campus Safety will dispatch the appropriate resources to the incident scene. The first responding campus safety officers are responsible for safely assessing the scene for threats, reporting known threats to other responding officers, and confirming the emergency severity and type to 911 or first responders if appropriate.

Figure 2 represents the anticipated emergency notification process.



Once the appropriate College personnel are notified of an incident, the threat assessment process begins. Personnel at the campus and district level of the College must assess the emergency incident and any known threats to determine the appropriate level of response. The following elements should be used to assist in the threat assessment process:

1. Type of incident
2. Location of incident
3. Time of incident
4. Information received from local law enforcement and fire rescue agencies
5. Information received from BC Campus Safety personnel on scene
6. Information received from local, regional, state, and federal intelligence reports

Often there is a warning period as it relates to hurricanes and other incidents that may have a severe impact on the College. Broward County Emergency Management Division (BEMD) issues Flash reports when there is a hurricane that can potentially impact Broward County. The AVP SSEP and District Director of Emergency Management will receive these Flash reports from BEMD and will disseminate them to the IMT.

Broward County is subject to other severe weather events other than hurricanes. Depending on the weather event that is expected, the emergency can range from a minor incident to a catastrophic incident. The level of readiness and ability to activate the District Emergency Operations Center (EOC) will depend on the severity of the type of incident that may be

anticipated. An isolated weather event at a specific campus may activate the Campus EOC.

5.3 Alerts & Notifications

Broward College Alerting System (BC Alert)

To aid in the awareness of students, faculty, staff, and visitors, BC combines all its emergency notification systems into a single-system concept called BC Alert. Regardless of which notification methods/technologies are utilized, all emergency notification and warning messages come from BC Alert.

The BC Alert system is not a source for college or community news.

Emergency Communication Methods

The BC Alert emergency notification system consists of the following delivery methods which are grouped into three categories of primary, secondary, and tertiary. Broward College recognizes the following system as the standard by which all emergency communications will be initiated.

Primary

These are the primary notification methods that should be relied on the most. In any full-fledged warning, these methods will be utilized, in some cases where only a partial alert may be required, only a select few may be used:

- HOME PAGE BANNER (www.broward.edu)
The College has the ability to post emergency notification messages on its main website at www.broward.edu. This information is presented as a red banner across the top of the site.
- HOME PAGE ROTATING BANNER (www.broward.edu)
The College has the ability to post generalized images to its main website at www.broward.edu on its rotating banner. This information may directly contain the information or proceed to direct users to media advisories or other areas for further information.
- SMS TEXT MESSAGES
The College has the ability to send SMS text messages to registered phones of current students, faculty, staff, and authorized community partners. SMS text messages conform to SMS standards of no more than 160 characters. SMS messages generally contain the nature of the incident, location, and actions to be taken by the affected population.
- E-MAIL
The College has the ability to send e-mail messages to the official Broward College email addresses of current students, faculty, staff, and authorized community partners. E-mail messages are sent through the emergency notification platform and are received as BC ALERT from the address of noreply@everbridge.net.
- VOICE PHONE CALLS
The College has the ability to make voice telephone calls to registered phones of current students, faculty, staff, and authorized community partners. Voice calls also include communications directly to Classroom Emergency Phones.
- DESKTOP ALERTS – TO INCLUDE SELECT PUBLIC DISPLAY MONITORS
The College has the ability to pop up emergency alert messages on the screens of

currently running computers, such as classrooms, libraries, computer labs, meeting rooms, offices, as well as Broward College laptops connected to the network. Desktop alerts are limited to 300 characters.

- FACEBOOK

The College has established an official Broward College page on the popular media site, Facebook. Alerts may be published to this account. Facebook is limited to 63,000 characters.

- TWITTER

The College has established a distinct and official Broward College presence on the popular media site, Twitter. Alerts may be published to this account. Twitter is limited to 140 characters.

Secondary

While many of the following delivery methods may also relay warnings, they are considered secondary because they may not be used in every case or may have some delay associated with them.

- MEDIA ADVISORY

The College's Public Information Officer has the ability to issue media advisories.

- ADVISORY EMAILS

The College's Public Information Officer has the ability to issue advisory emails.

- HOTLINES

The College has access to various hotlines which may be used to share specified information. The numbers for the hotlines are 954-982-7142 & 954-982-7143

Tertiary

The following delivery methods may also relay emergency information, but they either have a substantial delay associated with them or are not within the direct administrative control of the College.

- NOAA WEATHER RADIO

The College relies, in part, upon the use of NOAA Weather Radios for the dissemination of severe weather watches, warnings and advisories. NOAA Weather Radios are readily available for purchase by Broward College departments and the public from numerous local and online retailers.

- TELEVISION, RADIO, NEWSPAPER & ONLINE MEDIA

Broward College considers our media partners to be a critical part in emergency notifications and information sharing. As it is the usual role of news media outlets, if there is a significant emergency at Broward College, we can expect our media partners to cover the story and get the word out.

- WORD OF MOUTH

While this may be the emergency communication method, we can control the least, it cannot be discounted. Word of mouth re-dissemination of BC Alert emergency information is one of the most effective and critical delivery methods available. Community members can do their part by relaying official BC Alert emergency information to peers, friends, family members, or pretty much everyone seen on campus. Repost. Retweet. Quote. Whatever it takes to spread the word. Part of the responsibility

for participants spreading information is to make sure that it is current and accurate. Individuals should only share BC Alert information.

Confirmation of the existence of an emergency event or threat

In most situations, Campus Safety and/or the responding law enforcement agencies assigned to the jurisdiction of the respective campuses are the ones who confirm, to the best of their ability, the existence of an emergency event or threat. Confirmation may also occur through other local emergency response entities (i.e. City/County Law Enforcement or Fire Rescue).

All emergencies on campus should be communicated to, and coordinated through the Associate Vice President of Safety, Security and Emergency Preparedness and the District Director of Emergency Management.

As soon as practical, and without jeopardizing life safety, all reasonable efforts will be made to ensure proper communication to the President, or designee, regarding details of the emergency situation.

BC Alert activation

In the event of an emergency, the following individuals should contact a trained BC Alert activator to send out an alert message:

- President
- Senior Vice President, Finance & Operations
- Campus Presidents
- Campus Safety Lieutenants

Trained BC Alert activators

The following individuals are trained and authorized to activate all BC Alert delivery methods during a life-threatening emergency. **When there is an immediate message required, and as practical and without jeopardizing life safety, the AVP of Safety, Security and Emergency Preparedness is the primary person responsible for activating initial BC Alert messages during time-sensitive emergencies. The District Director of Emergency Management serves as the secondary person responsible.** If he/she is not available or capable of activating the system, the following individuals are also able to send out messages via all BC Alert methods:

- Campus Safety Captains
- District Director of Public Relations
- Chief of Staff and Vice President of Communications and Community Relations
- Communications Coordinator

In situations where there is more time permitted towards the development of a message, the **District Director of Public Relations** will be responsible for activating BC Alert. **This should be as practical and without jeopardizing life safety.**

As practical and without jeopardizing life safety, the following individuals may be consulted prior to BC Alert message dissemination:

- Chief of Staff and Vice President of Communications and Community Relations
- Associate Vice President of Safety, Security, and Emergency Preparedness
- District Director of Emergency Management

Classifications and Types of Emergency Preparedness Messages

When an emergency event or threat occurs the following phases of communication are key:

- **Emergency Notification and Alerting**
An emergency notification to the College is made when an authorized individual has *confirmed* that an emergency poses, or may reasonably be expected to pose, an immediate threat to life safety or security of the College population.
- **Emergency Follow Up/Status Update Notification**
Follow-up/status updates to the College are sent after an initial notification message has been previously disseminated. These notifications are released when there is additional information or instructions for the College population, such as changes in protective actions. **The District Director of Public Relations is the primary person responsible for follow-up notifications,** however if he/she is not available or capable, proceed down the list to the next available individual:
 - Associate Vice President, Marketing
 - Chief of Staff and Vice President of Communications and Community Relations
 - Associate Vice President of Safety, Security, and Emergency Preparedness
 - District Director of Emergency Management
- **All Clear/Recovery Information**
An “All Clear” notification is disseminated and indicates that the emergency has been contained or effectively managed. “All Clear” messages should be timed so that messages do not overlap. “All Clear” notifications are authorized by the incident commander.
- **Recovery Information**
“Recovery Information” is disseminated after an “All Clear” message has been given and contains further instructions or actions in preparation for a return to normal operations.
- **Advisory Information**
“Advisory Information” is disseminated outside of the BC Alert system through Advisory@broward.edu. The email account is designed to provide additional and supplemental information by the Public Information Officer in response to incidents or situations such as routine updates in response to actions being taken by the college to prepare for a potential hurricane.

Advisory@broward.edu under no circumstances will send out immediate life-threatening information or time-sensitive protective measures; all immediate emergency notifications will come from the previously discussed BC Alert System.

Prepared Messages

BC Alert prepared messages were developed by the District Director of Public Relations and the District Director of Emergency Management and presented to the Senior Management Team. These prepared messages are eligible for immediate activation by an authorized user only if a Campus/College emergency falls within the prescribed parameters. Prepared Messages are accessible through the BC Alert system as well as stored within the Crisis Communication Plan. On an annual basis, the Director of Public Relations should review all prepared messages and revise as needed.

Non-Time Sensitive Incident Communications Approval Process

In some incidents, such as hurricanes, there may be time available to consult additional areas to provide input and content for messaging. Towards this, the following processes provide a framework for both content/information and approval to ensure an effective and comprehensive messaging strategy.

- BC Alert
 - The content and information included within the BC Alert will be established and crafted by the Public Information Officer, or designee as specified within the “Classifications and Types of Emergency Preparedness Messages” section.
- Secondary Informational Process (hotlines, web postings, advisory emails)
 - Pre-Event Communications:* Messaging begins 3-5 days prior to event.
 - Content/Information – College President, Campus Presidents, Senior Vice President of Operations and Finance, Chief of Staff and Vice President of Communications and Community Relations, Executive Director of Talent and Culture (if applicable)
 - Approvals – Incident Commander and Chief of Staff and Vice President of Communications and Community Relations

During Event Communications: Messaging begins once the College announces its intent to close campus/college wide.

- Content/Information – College President, Campus Presidents, Senior Vice President of Operations and Finance, Chief of Staff and Vice President of Communications and Community Relations
- Approvals – Incident Commander and Chief of Staff and Vice President of Communications and Community Relations

Post-Event Communications: Messaging begins once threat has passed and immediate responders deem campuses safe for return.

- Content/Information – College President, Campus Presidents, Senior Vice President of Operations and Finance, Chief of Staff and Vice President of Communications and Community Relations, Executive Director of Talent and

- Culture (if applicable)
- Approvals – Incident Commander and Chief of Staff and Vice President of Communications and Community Relations

5.4 Crisis Communication / Media Plan

Activation

It is at the discretion of the President of the College or their designee that a crisis communication plan be activated. This activity will be implemented and coordinate by the District Director of Public Relations with the assistance of all necessary and respective positions.

Student, Employee, & Donor Information

By law, the College may not disseminate any information about a student, an employee, or a donor to the College or to the BC Foundation other than the fact that they are enrolled or employed, or have made a gift to the College or to the BC Foundation. There are three ways further information can be released:

- If the student or employee or donor is sought out by the media and chooses to give information about himself/herself
- If the College is served a subpoena
- If the College receives a request for information under the Florida Public Records statute or the Federal Freedom of Information Act, the request must be forwarded to the College's attorney, because selected information about a student, an employee, or a donor still may not be released.

Internal Communications

Internal communication protocols are included within section 5.3 Alerts & Notifications.

External Communications

All external communications in a crisis are made at the judgement and discretion of the District Director of Public Relations who has been designated to serve as the Public Information Officer (PIO). All media inquiries to employees of the College are to be referred to and reported to the District Director of Public Relations. When necessary, a notice/reminder of this effect will be transmitted via college-wide email, or to campus – and – location-based channels, whichever is most appropriate.

Broward College Authorized Spokespersons

The President of the College is the singular spokesperson for the College unless otherwise designated. In an emergency, disaster, or crisis no individual other than the designated spokesperson or PIO may speak officially on behalf of the College to the media. The College's designated spokesperson(s) may find it necessary in an emergency to coordinate BC's information and media response with the Department of Safety, Security & Emergency Preparedness, law enforcement, fire services, and hospital officials.

News Conferences/Interviews

News conferences should be used only in those situations where the information to be disseminated is significant and must be communicated quickly and efficiently to many people at

the same time. In a severe or lengthy emergency, it may be necessary to conduct news conferences frequently.

The news conference should be arranged and structured by the District Director of Public Relations or their designee. Only credentialed media may attend the news conference (including OBSERVER reporters). Credentialed media are those who have identification from the organization they represent, usually in the form of a laminated picture ID. It will be the responsibility of the District Director of Public Relations or designee to check press credentials.

The College President or District Director of Public Relations, unless otherwise designated, will serve as the primary spokesperson.

If appropriate, a prepared statement will be developed for the spokesperson by the District Director of Public Relations.

If appropriate, talking points will be developed for the spokesperson by the District Director of Public Relations.

If a Q&A period is appropriate, it will be time-limited, with media required to identify themselves and the organizations they represent to be recognized by the spokesperson.

All news conferences will be recorded to check that media reporting is accurate and that the spokesperson is not misquoted. If incorrect information is reported following an interview or news conference, it is the responsibility for the District Director of Public Relations to ask for a correction.

Media & Community Updates

Updated information will be given to the media as it occurs by the District Director of Public Relations.

If the emergency, disaster, or crisis is lengthy, it may be appropriate to establish a communications center as a follow-up to the news conference, where credentialed media can be updated as events develop.

If either sort of emergency disrupts the normal operations of a campus or a location, timely information to the public will be provided through the college-wide hotlines and the College website, as well as through the media (if necessary and appropriate).

Media Escorts

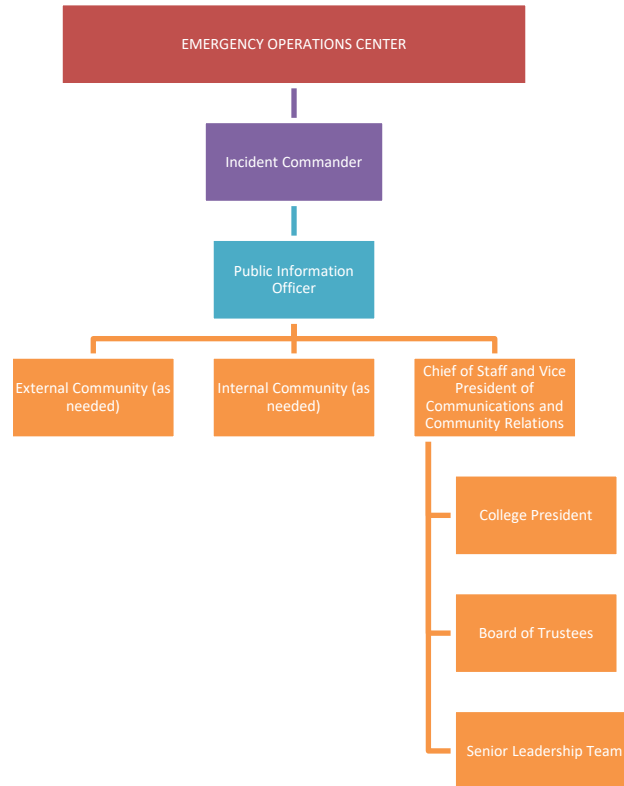
As a public institution of the State of Florida, the media have the right to be on our campuses and at our locations. However, they do not have the right to arrive without notification, nor do they have the right to wander the campus without an escort. The District Director of Public Relations should be notified of a request for media presence at any of our locations and will assist with arrangements.

In an emergency, the chief administrator (or designee) at any BC location has the responsibility

to act as a media escort. They will coordinate media arrival times with Campus Safety and other appropriate personnel.

Emergency Operations Center Outbound Communications

The following chart illustrates the communication and information flow from the Emergency Operations Center to the various channels. It is intended to ensure that efficient and timely information is shared with all appropriate community members and stakeholders.



5.5 Activation Decision

Incident Management Team (IMT)

If time and the situation permit, the IMT shall be notified of the event or potential for an event, prior to a general notification.

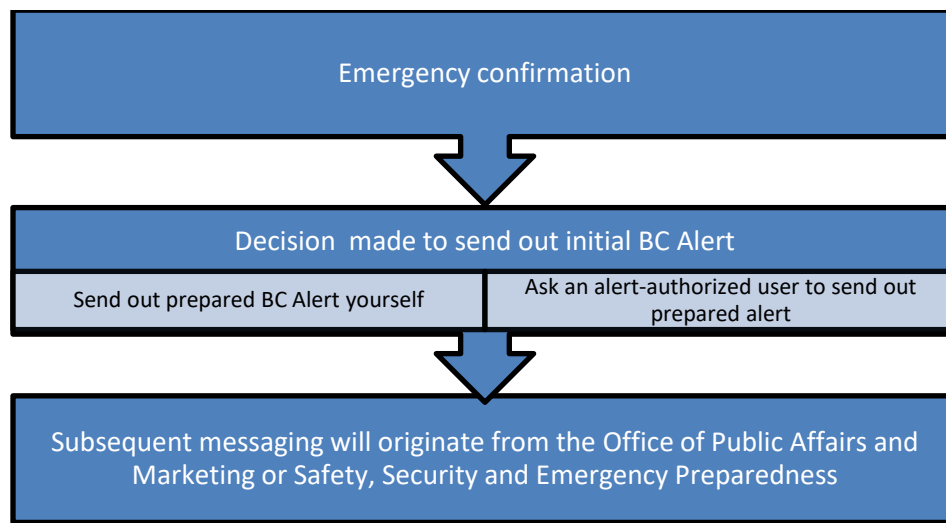
If the situation develops on a campus, after calling 911 the next call should be to the Department of Safety, Security, and Emergency Preparedness to begin the process of sending an emergency notification through the BC Alert system. As in most situations the Campus Safety Lieutenant is the first administrator on a campus to hear of a developing situation. The Lt. should first call the Department of Safety, Security and Emergency Preparedness to relay the possibility and need of a BC Alert message prior to contacting the Incident Commander.

General Populations

Emergency notifications will be sent without delay once a credible emergency event or threat has been confirmed, unless sending such a message will, in the professional judgment of the responsible College authorities, create a more serious emergency and/or compromise the

College's efforts to contain the emergency. The following criteria must be considered to determine if activation of any or all alert system components is warranted:

1. Hazard Characteristics
 - What is the hazard?
 - What is the impact to BC? (single building, single area on one campus, one campus, one center, regional event)
 - Is the situation under control or active?
 - What is the potential for the situation to worsen?
2. Life Safety / Property Protection
 - What is the potential for death?
 - What is the potential for serious injury?
 - What is the potential for minor injury?
 - What is the potential for damage to property and facilities?
 - What is the potential for disruption to normal operations?
3. Urgency
 - How soon does the message need to be sent? (minutes, hours)
 - Is there time for approval?
4. Delivery method capabilities
 - Does the delivery method have the capability to deliver the appropriate message to the appropriate audience within the proper time frame?



5.6 Broward County Emergency Operations Center

The purpose of the Broward County Emergency Operations Center (BCEOC) is to notify responsible officials and emergency response agencies of actual major incidents that require or may require extensive public safety assistance, such as police, fire, and emergency medical personnel. If deemed necessary, the District Director of Emergency Management should contact

the BCEOC to notify them of a significant incident occurring on campus, which may include but not be limited to:

- An incident that may require evacuation
- An event posing a potential threat for a mass casualty incident
- Any large fire or structural collapse
- Any hostage situation
- Apparent act of terrorism or incident where terrorism indicators are present
- Hazardous materials spill that requires an evacuation or sheltering in place
- Tornado sightings or touchdowns, or other severe weather phenomena involving injury or property
- Any other incident that might require the use of resources from outside the immediate jurisdiction area

The BCEOC can be contacted at 954-831-3911 24 hours/ 7 days per week.

5.7 Levels of Disaster

In responding to any emergency, it is important for College personnel to identify and classify the severity of the incident to ensure the appropriate resources are allocated and organizational structure is implemented in a timely fashion. There are three levels of emergency response:

- Minor Emergency
- Major Emergency
- Catastrophic Emergency

Due to the scenario and or situation, the intensity of the disaster may increase or decrease during the duration of the incident. The Incident Commander should have an organizational structure in place to be able to escalate the response and deactivate the response at the appropriate time.

Minor Emergency

A minor emergency is defined as a localized incident with a limited threat to life/safety and no impact to normal campus/College operations. Response to a MINOR EMERGENCY is managed at the campus level with limited support from District resources. The BC CEMP is not always activated for a minor emergency nor is the EOC, but certain sections can be used as standard operating guidelines to the extent necessary based on the discretion of the Incident Commander.

Major Emergency

A major emergency is defined as an incident that threatens life/safety and/or severely impacts normal campus/College operations. Response to a MAJOR EMERGENCY can be managed at the campus or District level and could require significant resources internal and external to BC. The BC CEMP is activated for a major emergency. Depending on scenario, the EOC may be partially or fully activated.

Catastrophic Emergency

A catastrophic emergency is defined as an incident that results in the catastrophic loss of life and/or closure of one or more campuses for an extended period. Response to a disaster is managed at the District level and requires mutual aid from external agencies. The BC CEMP and Continuity of Operations Plan (COOP) are fully activated for a catastrophic emergency. The

District EOC is activated. The Campus EOC at the affected campus(s) is activated, as well.

*****PROTECTIVE ACTIONS - additional first actions and emergency guidance is available in each campus' Standard Operations Guide (SOG)*****

Shelter-In-Place

A Shelter-In-Place protective action may be issued in response to a hazardous materials spill/release, active shooter situation, or weather emergency. This protective action is aimed to keep students, faculty, staff, and visitors safe while remaining indoors. Shelter-In-Place means selecting a secure, interior room if possible, with no or few windows, and taking refuge there. Students, faculty, staff, and visitors are required to immediately Shelter-In-Place in an orderly manner when directed by emergency response personnel or a BC Alert message.

Emergency Assembly Points (EAPs)

Campus SOGs should identify EAPs throughout their campuses. EAPs are located outside in areas with enough space for evacuated crowds to gather that are out of harm's way. The use of these locations is based on the hazards present. In instances, such as an active shooter, where congregating individuals may increase risk, EAPs should not be used.

These designated locations will allow for a more coordinated evacuation and organized rally points. EAPs should be clearly identified within emergency evacuation plans so that faculty, staff, students, visitors, and emergency personnel may easily locate them. The locations of EAPs should be clearly identified by a sign or post that is easily noticeable.

Lockdown

Locking down the college is the process by which pedestrian and vehicular traffic is channeled to specific entry/exit points. The ability to lockdown Broward College or any of its campuses or parts of a campus, in the event of an emergency event which threatens the safety of students, faculty, staff, and visitors and/or operations is of paramount importance.

A lockdown may be directed by the AVP SSEP. The AVP SSEP has the authority to defer and/or deny access based upon their assessment of the situation. It is preferable that the determination be made in consultation with members of the IMT. However, in the event of a true emergency that requires immediate intervention, such as an active shooter, this action may be undertaken independently by the IMT. In this event, the Incident Commander will review the situation and their assessment with a member of the IMT.

A lockdown results in a serious disruption of the school day. It should be used only in the most serious circumstances. A lockdown is recommended at any time a weapon is observed or shots are fired, whether on campus, in a drive-by or near any campus. Law enforcement agencies may order that your campus lockdown at its discretion. Depending upon the incident, the administrator may choose to hold all classes and announce that all instructors keep their students in their classrooms. The lockdown procedure is also referred to in different specific situations and is implemented in its entirety at that point.

It is strongly recommended that the announcement of a lockdown be communicated in clear language and without code words. This suggestion is made because there are many individuals on the campus, e.g., visitors, itinerant staff, parents, etc., who will not know the meaning of the code. Information regarding the location of the problem also should be given.

Event	Prevent Entry	Prevent Exit
Power failure	X	
Earthquake	X	
Flooding	X	
Fire	X	
Bomb threat	X	
Hostage event	X	
Civil disturbance	X	X
External contamination	X	X
Active Shooter	X	X
Infant abduction	X	X
Child abduction	X	X

Temporary Closure

A temporary closure protective action may be issued by an Incident Commander after an evacuation is ordered and it is determined that a building or campus is unsafe until further notice. A temporary closure may also be issued if a severe weather event such as a hurricane or severe tropical storm is likely to impact Broward County within a certain time frame. A temporary closure due to the likelihood of a severe weather impact is usually issued after consultation with Broward County Emergency Management or once Broward County has issued an evacuation order.

Temporary closure is aimed to keep students, faculty, staff, and visitors safe by keeping them out of the hazard area and away from emergency response operations. Temporary closure means all campus classes and functions are canceled until further notice. Only essential personnel should remain on campus unless they are ordered to leave by Campus Safety, ICT, or local emergency response agency personnel. Closures should be reported to appropriate government entities if appropriate.

5.8 Emergency Declaration

Declaring a Campus State of Emergency

A Campus President has the authority to declare a campus state of emergency. This declaration activates the CIMT with the authority to implement actions for the protection of life and property warranted by the scope, location, and/or magnitude of the emergency. If the Campus President is unavailable, the Campus Dean of Business Affairs may declare a campus state of emergency and activate the CIMT.

Once the Campus President and/or Campus Dean of Business Affairs of the impacted campus have been notified of a major emergency incident, they should assess the situation to determine if a campus state of emergency needs to be declared. The following questions should be asked to assist in assessing the situation:

- Are lives threatened?
- Is there significant property damage?
- Are standard campus operations departments able to manage the incident?
- Are significant local emergency response services needed (i.e. Fire Rescue, Law Enforcement, Emergency Medical Services, etc.)?
- Are immediate assistance and coordination needed from multiple District resources?
- Are campus operations and/or events severely impacted?

If by assessing the situation there is a determination that a campus state of emergency is declared, the following processes should be observed to formally document and record the decision for emergency procurement/payroll and processing measures:

- Written and time-stamped communication by the Incident Commander to the Senior Vice President, Finance & Operations.

If a campus state of emergency is declared, the CIMT is activated and the Campus Incident Commander is responsible for the proper and expeditious handling of major campus emergencies according to the guidelines set forth in the CEMP. All personnel assigned to a CIMT will come under the authority of the Campus Incident Commander. Campus personnel not assigned a specific emergency management responsibility are required to act as directed by the Campus Incident Commander.

If the Campus President and the Campus Dean of Business Affairs are unavailable, the Campus Safety Lieutenant can declare a campus state of emergency and activate the CIMT. The Campus Safety Lieutenant can designate a Campus Incident Commander until the Campus President or Dean of Business Affairs is available to assume command.

Declaring a District State of Emergency

The College President has the authority to declare a District state of emergency. A District emergency is one that involves more than one campus. This declaration activates the District Incident Management Team (DIMIT) with the authority to implement actions for the protection of life and property warranted by the scope, location, and/or magnitude of the emergency. If the College President is unavailable, the Senior Vice President of Finance & Operations may declare a District state of emergency and activate the DIMIT.

Once the College President and/or Senior Vice President, Finance & Operations have been notified of a major emergency incident, they should assess the situation to determine if a District state of emergency needs to be declared. The following questions should be asked to assist in assessing the situation.

- Are lives threatened?

- Is there significant property damage?
- Are College operations and/or events severely impacted?
- Has a campus state of emergency been declared?
- Are standard College operations departments able to manage the incident?
- Are specialized emergency services needed (i.e. Bomb Squad, Urban Search and Rescue, SWAT, HAZMAT, etc.)?
- Are significant outside mutual aid services needed from the City, County, or State?

If by assessing the situation there is a determination that a district state of emergency is declared, the following processes should be observed to formally document and record the decision for emergency procurement/payroll and processing measures:

- Written and time-stamped communication by the Incident Commander to the VP of Finance.

If a District state of emergency is declared, the DIMT is activated and the District Incident Commander is responsible for the proper and expeditious handling of major District emergencies according to the guidelines set forth in the BC CEMP. If the DIMT is activated, then consideration should be taken to activate the District EOC. The District Incident Commander will provide the overall leadership for a College-wide response and set College-wide priorities. All personnel assigned to the DIMT will come under the authority of the District Incident Commander. College personnel not assigned a specific crisis management responsibility are required to act as directed by the DIMT.

District Emergency Operations Center

The District EOC will have the capacity to support the needed communication resources to respond to an emergency. The facilities designated to serve as a District EOC will be maintained in a state of readiness for conversion and activation. The District EOC serves as the centralized, well-supported location in which DIMT staff will gather, check in, and assume their roles in the EOC. Response activities and work assignments will be planned, coordinated, and delegated from the District EOC.

- The primary District EOC is located at the Central Campus
- The secondary District EOC is located at Cypress Creek Administrative Center
- The third District EOC is located at the Willis Holcombe Center.

The AVP SSEP will collaborate with the local response agency jurisdictions and other institutions to use one of their Emergency Operations Centers if the District Emergency Operation Centers and/or Campus Emergency Operations Center locations are unsafe or inaccessible during a BC emergency.

In the event the College's Emergency Operations Center (EOC) is activated during a pandemic or other situation when physical contact is limited, or social distancing is recommended, a virtual EOC may be activated to the level necessary for the incident. The virtual EOC communication will be conducted on a college approved video-conference platform. The DIMT's may still access

the physical primary and/or secondary Emergency Operations Center if necessary, while adhering to all state and local officials and executive orders.

District EOC Activation Levels

The District EOC can be activated to any of the three levels depending on the nature of the incident. The decision to activate the District EOC will be made by the College President or their designee. The Associate Vice President of Safety, Security & Emergency Preparedness shall make a recommendation on what designated level of activation is required in response to a given situation and shall assist the Incident Commander in ensuring all steps for notification and operation are completed for that level of activation:

Level of Activation	Event/Situation Examples	Staffing
Level Three: Monitoring	Minor Emergency Tropical Storm Watch	Incident Commander Planning Section Chief
Level Two: Partial Activation	Incidents involving two or more College departments Tropical Storm Warning	Incident Commander Section Chiefs, Branch Directors, Unit Leaders as the situation warrants
Level One: Full Activation	Hurricane Warning, Incidents involving the entire District, high level profile visitations.	Incident Commander Section Chiefs, Branch Directors, Unit Leaders

Campus Emergency Operations Centers

During a declared campus emergency, the Campus Incident Commander will designate the CIMT to meet and begin directing response actions and assigning emergency responsibilities from the designated Campus EOC.

Each Campus Dean of Business Affairs will work with the District Director of Emergency Management to identify a primary and secondary location on each campus that could serve as an EOC during an emergency. These locations will support the needed communication resources and Campus Incident Management Team during an emergency. A third off-campus location will also be identified in case the primary and secondary designated locations are unsafe or inaccessible during the emergency.

Campus EOC Activation

Unscheduled: When a CIMT has received confirmed notification that a credible threat or event has occurred or is imminent which would require the activation of the EOC, CIMT members will begin mobilization in accordance with this plan.

Scheduled: An EOC may be activated for a scheduled event which has the potential of escalating from a peaceful event to an emergency. Typically, there is a considerable lead time in planning for these types of activations and depending on the scenario will depend on which members of the IMT will be activated.

Campus Emergency Response Kits

The BC AVP SSEP, Campus Safety Captains, and each Campus Safety Lieutenant are responsible to collaborate with the local emergency response agencies that serve and protect the College. Even though collaboration and communication are priorities to BC and its partners and every effort is taken to familiarize local emergency response personnel with each campus, the CEMP was developed under the assumption that some responders will be dispatched to a College emergency with limited knowledge about the campus layout. Therefore, each Campus Safety Office is required to maintain an emergency response kit to be distributed to the local emergency response agencies during a declared emergency. A list of sample items to be included in a kit is listed in the SOGs.

Campus EOC Outbound Communication

Once a campus EOC has been activated, the Public Information Officer manages all communications and information sharing mechanisms.

6.0 Direction and Control

6.1 NIMS

NIMS has been promulgated by the US Department of Homeland Security (DHS) to establish a uniform, nationwide approach for response to emergencies and disasters. NIMS is a systematic proactive approach guiding all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.

On August 24, 2006, Broward College District Board of Trustees adopted the U.S. Department of Homeland Security's National Management System (NIMS) and the Incident Command System (ICS) by resolution. Broward College uses ICS in response to an emergency or in conjunction with planned events, such as commencement, visiting dignitaries, etc.

NIMS consists of the following components:

- Incident Command System
- Preparedness
- Communications and Information Management

- Resource Management
- Command and Management
- Ongoing Management and Maintenance

6.2 Incident Command System (ICS)

The Incident Command System (ICS) is a component of the NIMS. ICS is recognized as a model for the command, control, and coordination of resources and personnel in response to and recovery from emergencies. BC uses the ICS in response to a District or campus emergency.

The ICS can expand or contract based on the size and severity of the incident. A minor or major incident involving only one campus may be managed at the campus level using a basic ICS. However, depending on the severity of the incident and if more than one campus or district entity is involved a complex ICS organizational structure, known as Area Command, may be implemented, and the District EOC will be activated and will serve as an Area Command. ICS is based on a basic management principle of planning, directing, organizing, coordinating, communicating, delegating, and evaluating. The tasks associated with ICS are performed under the direction of the Incident Command.

The BC CEMP assumes that all emergencies will start at the campus or center level and will follow the premise that incidents are managed at the local level first. Each Campus Incident Command will implement the basic ICS structure during a minor and some major events. Depending on the type and severity of the emergency and how many campuses are impacted, Area Command may be established.

Features of ICS

- **Common Terminology:** Establishes common terminology to ensure that everyone is communicating in the same way among the different campuses, but also ensures that the personnel on the campus can communicate with outside agencies and organizations all using the same terms with the same meanings.
- **Modular Organization:** The ICS is developed in a modular fashion that is based on the size and complexity of the incident. The system is designed to expand or contract as appropriate.
- **Management by Objective:** The management by objectives is communicated throughout the entire ICS organization and includes establishing objectives and strategies; developing and issuing assignments, plans, and procedures; establishing measurable tactics; and documenting results to facilitate corrective action.
- **Incident Action Planning:** The 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 essential 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 with the optimum being five.
- **Incident Locations and Facilities:** Various types of operational support facilities may be established near an incident, depending on the size and complexity, to accomplish a

variety of purposes. Examples of designated facilities include but are not limited to the incident command post, staging areas, and mass casualty triage areas.

- **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.
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications process and architectures.
- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of incident operations. When command is transferred, the process must include a briefing and captures all essential information for continuing safe and effective operation.
- **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 is the concept by which each person within an organization reports to one and only on designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for each objective. These principles clarify reporting relationships and eliminate confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to direct the actions of all personnel under their supervision.
- **Accountability:** Effective accountability of all personnel and resources during the incident operations is essential.
- **Dispatch and Deployment:** College personnel and resources should respond only when requested or dispatched by an appropriate authority.
- **Information and Intelligence Management:** If the College Incident Management organization can gather, analyze, and assess related information and intelligence, they must establish a process to do so and share that information with appropriate agency(s).

Components of ICS

ICS is comprised of an Incident Commander, Command Staff, and General Staff that implement decision making and incident action plan development and execution. The Policy Group, a component of the Command Staff, is comprised of College Executives and Senior Staff and would only be established at the College level. The Command Staff consists of the Public Information Officer, Liaison Officer, Safety Officer, and other Command Staff as appropriate. The General Staff is comprised of the following section chiefs: Operations, Planning, Logistics, and Finance and Administration. Collectively, The Incident Commander, Command Staff, Policy Group, and General Staff are called an Incident Management Team (IMT).

Policy Group

Policy Group sets policy, establishes the mission to be accomplished, and shapes the overall strategic direction. They do not direct incident objectives and tactics.

Incident Commander

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

all incident operations at the Emergency Operations Center (EOC).

In the event the IC is away; the Deputy Incident Commander may serve as IC until the primarily identified IC arrives on scene.

Command Staff

Command Staff reports to the IC and implements the policies established by the Policy Group.

Public Information Officer (PIO) interfaces with public and media and/or with other agencies with incident-related information requirements.

Safety Officer (SO) is responsible for monitoring and assessing incident operations and advising the Incident Commander on all matters relating to operational safety to include hazards, unsafe situations, and developing measures for ensuring personal safety. The Safety Officer is focused on the safety of personnel assigned to the EOC and responding personnel in the field. The safety of the public who are affected by the incident is the role of the appropriate public safety organizations (e.g., emergency services).

Liaison Officer (LO) is responsible for coordinating with the representatives of cooperating and assisting agencies/organizations.

General Staff

Operations Section is responsible for the management of all operations directly applicable to the mission, as well as primary incident objectives and implementation of the Incident Action Plan (IAP).

Planning Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Logistics Section is responsible for providing facilities, services, and material support for the incident.

Finance and Administrative Section is responsible for the organization, management, and operation of activities related to the administrative and fiscal aspects of the event. These activities are administered within the guidelines, policies, and constraints of Incident Command and Broward College.

6.3 District Incident Command Model

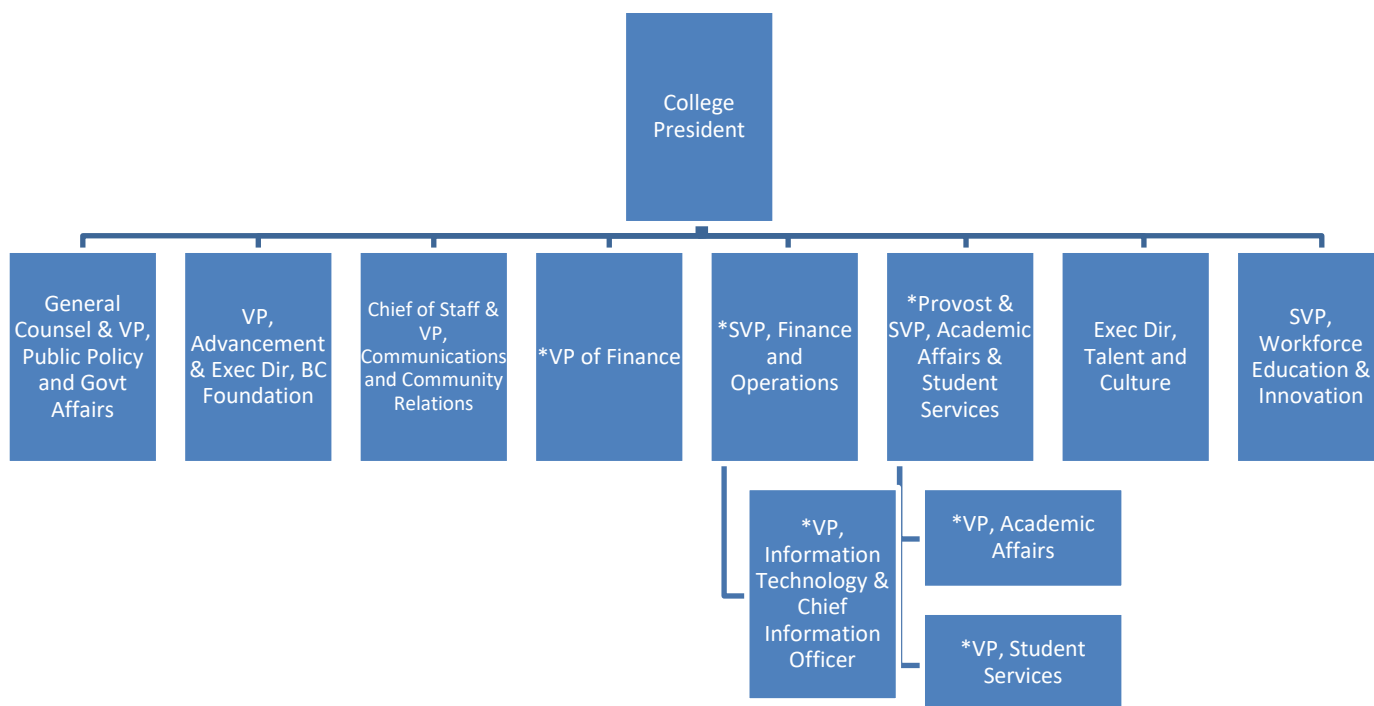
Area Command is used to oversee the management of multiple incidents that are each being handled by an ICS organization. Area Command provides command authority and coordination for two or more incidents and will most likely be established if an incident involves more than one campus. Area Command will be established at the College level. Each campus would be considered an incident and would establish a Campus ICS organization appropriate for the size

and severity of the incident. This would most likely occur during a major or catastrophic event. Each Campus Incident Commander will coordinate with Area Command.

The advantages of an Area Command system:

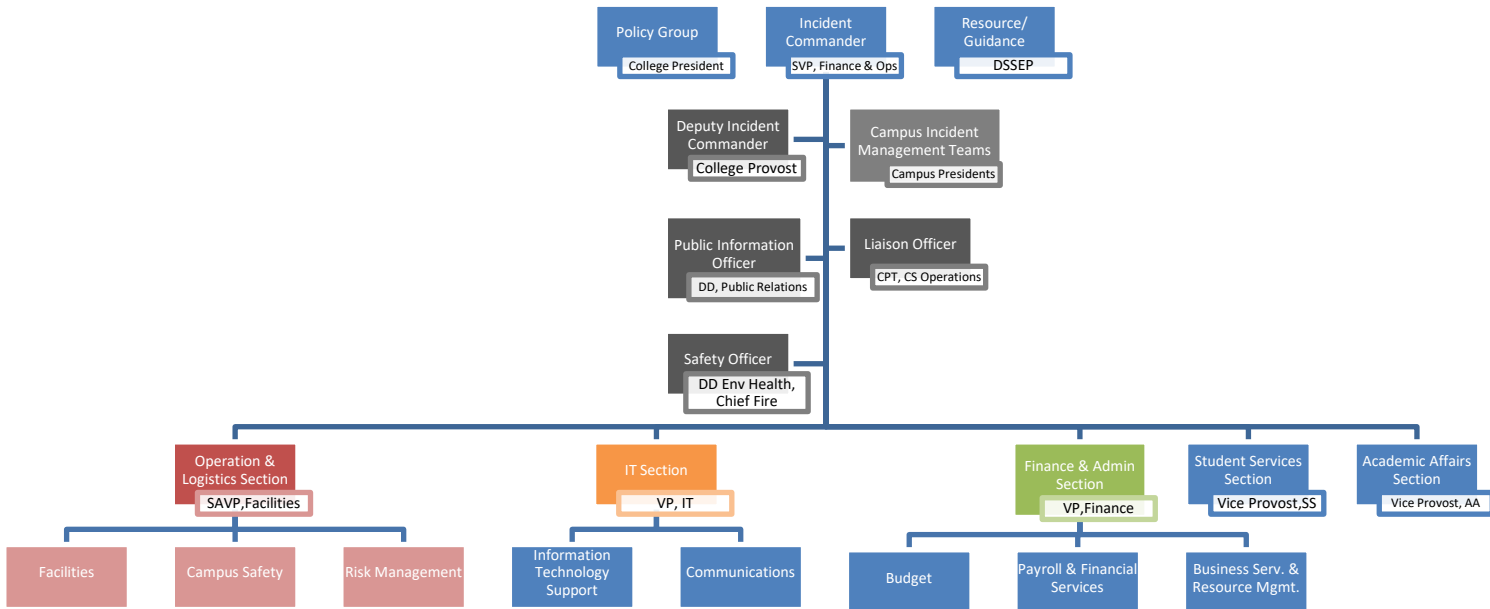
- Assists in College-wide coordination,
- Authorizes Campus IMTs to take immediate action,
- Ensures efficient resource use,
- Ensures that College policies, priorities, constraints, and guidance are implemented consistently across campus incidents,
- Reduces workload for College personnel.

Policy Group



*When not serving as part of the District Area Command, positions with an asterisk will be part of the policy group.

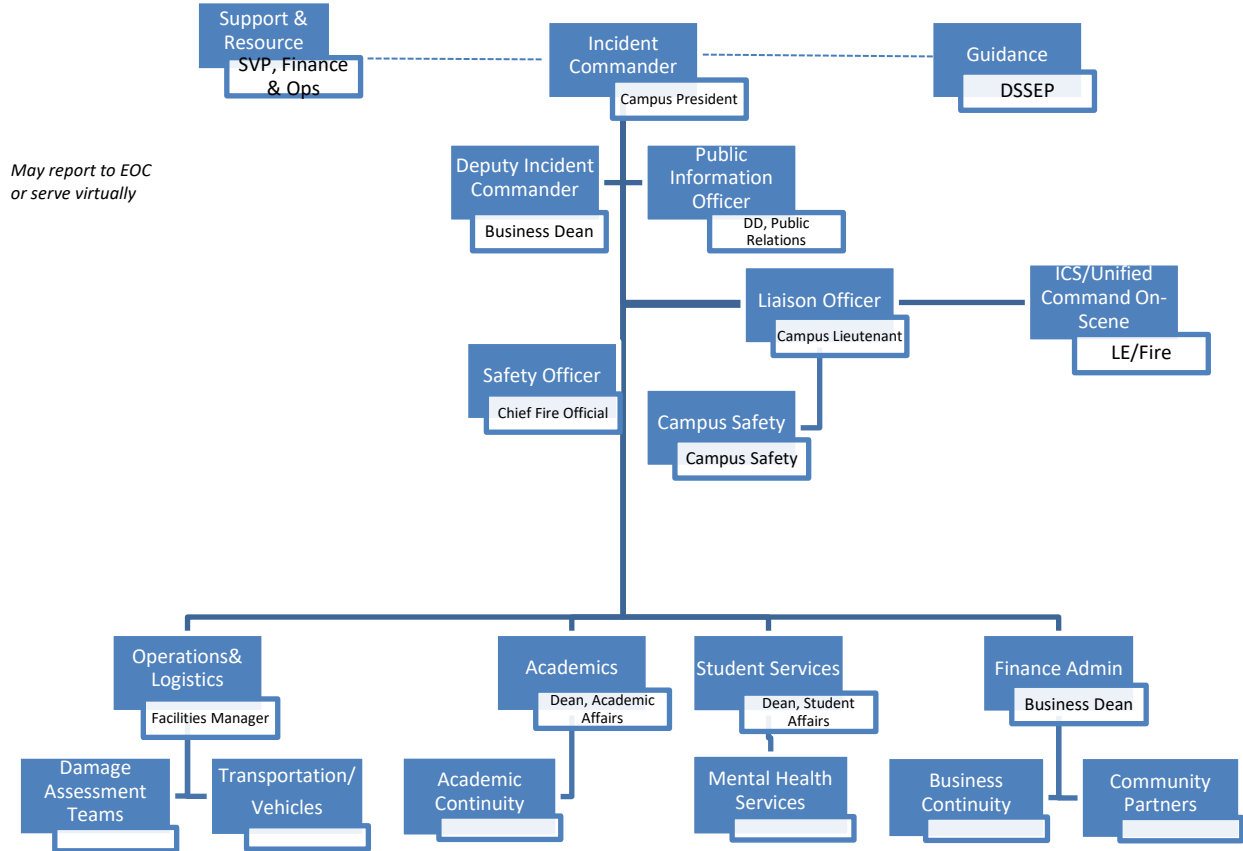
District Area Command ICS Positions



District Area Command ICS Positions Lines of Succession Table

POSITION	PRIMARY	SUCCESSORS	CONDITIONS
Incident Commander	Senior Vice President, Finance & Operations	1. AVP DSSEP	1. Incapacitated 2. Unavailable
Deputy Incident Commander	College Provost and Senior Vice President for Academic Affairs	1. Vice Provost, SS 2. Vice Provost, AA	1. Incapacitated 2. Unavailable
Public Information Officer	District Director of Public Relations	1. Chief of Staff and Vice President of Communications and Community Relations 2. Communications Coordinator	1. Incapacitated 2. Unavailable
Liaison Officer	Campus Safety Captain (Campus Safety Operations)	1. Campus Safety Captain (Security and Support Services) 2. Campus Safety Lt.	1. Incapacitated 2. Unavailable
Safety Officer	District Director of Env. Health & Safety	1. SAVP Facilities 2. AVP, Facilities	1. Incapacitated 2. Unavailable
Operations & Logistics Section Chief	Senior Associate Vice President, Facilities	1. AVP, Design and Construction 2. AVP, Collegewide Maintenance	1. Incapacitated 2. Unavailable
IT Section Chief	Vice President of Information Technology and Chief Information Office	1. Chief Business Owner 2. Director Enterprise Communications	1. Incapacitated 2. Unavailable
Fin/Admin Section Chief	Vice President of Finance	1. Controller 2. AVP Budget	1. Incapacitated 2. Unavailable

Campus Incident Command Model



*In reference to the Centers, a Site Incident commander may be designated by a Campus President. This position serves as a conduit for information and response actions to flow from the Campus to the Center and vice versa.

Campus Incident Command Lines of Succession Table

POSITION	PRIMARY	SUCCESSORS	CONDITIONS
Incident Commander	Campus President	1. Business Dean 2. Dean, Student Services	1. Incapacitated 2. Unavailable
Deputy Incident Commander	Business Dean	1. Dean, Student Services 2. Dean, Academic Affairs	1. Incapacitated 2. Unavailable
Public Information Officer	District Director of Public Relations	1. Chief of Staff and Vice President of Communications 2. Associate Vice President, Marketing	1. Incapacitated 2. Unavailable
Liaison Officer	Campus Safety Lieutenant	1. Campus Safety Sergeant	1. Incapacitated 2. Unavailable
Safety Officer	District Director of Env. Health & Safety	1. AVP Facilities 2. Manager, Facilities	1. Incapacitated 2. Unavailable
Operations & Logistics Section Chief	Facilities Manager	1. Coordinator, Facilities	1. Incapacitated 2. Unavailable
IT Section Chief	Campus Technology Officer	1. Lead Specialist, Campus Technology	1. Incapacitated 2. Unavailable
Fin/Admin Section Chief	Business Dean	1. Dean, Student Services	1. Incapacitated 2. Unavailable
Academics	Dean, Academic Affairs	1. AD, Academic Affairs	1. Incapacitated 2. Unavailable
Student Services	Dean, Student Services	1. AD, Student Affairs Admissions	1. Incapacitated 2. Unavailable

7.0 Roles and Responsibilities

7.1 District

College President

General Emergency Management Responsibilities:

- Ensure the ongoing mission of BC.
- Promulgate the BC CEMP under their authority.
- Approve all policies and procedures related to the safety and security of the College community.

Emergency Response Role:

- The College President has the authority to declare a College state of emergency.
- This declaration activates the DIMT and authorizes the Senior Vice President, Finance & Operations to assume the role of Incident Commander.
- All decisions concerning the cessation of College-wide functions or operations remain with the College President if available.
- If the College President is unavailable, the Senior Vice President, Finance & Operations is authorized to assume this role.
- Identified as a member of the Policy Group.

Senior Vice President, Finance & Operations

General Emergency Management Responsibilities:

- The Vice President Operations is responsible for the overall planning, operation, and evaluation of college operations. The Operations Division consists of facilities management, procurement, supplier relations & diversity, risk management, safety/security, auxiliary services (bookstores, food service, and print shop), and college-wide sustainability.
- The Senior Vice President, Finance & Operations has the authority to assign members from the College's operational departments with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Senior Vice President, Finance & Operations reports to the College President.

Emergency Response Role:

- If the College President is unavailable, the Senior Vice President, Finance & Operations may declare a College state of emergency and activate the DIMT.
- During a College declared state of emergency, the Senior Vice President, Finance & Operations serves as the Incident Commander.
- During a campus declared emergency or disaster situation, the Senior Vice President, Finance & Operations serves with the Campus Emergency Operations Center as a resource guide to leverage and broker college-wide services and resources to assist in the associated response and recovery functions of the incident.

Vice President, Information Technology and Chief Information Officer

General Emergency Management Responsibilities:

- The Vice President for Information Technology serves as the BC Chief Information Officer (CIO) and provides the vision and leadership for evaluation of short- and long-range goals

for all instructional and administrative technology needs of the College. The Department of Information Technology consists of Instructional Technology, Computer Services, Computer Operations & Technical Services, Telecommunications, and Network & Internet Services.

- The Vice President, Information Technology and Chief Information Officer has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Vice President, Information Technology and Chief Information Officer reports to the Senior Vice President, Finance & Operations.

Emergency Response Role:

- During a declared emergency serves as the IT Section Chief & leader of the Information Technology Unit.

Vice President of Finance

General Emergency Management Responsibilities:

- The Vice President of Finance maintains overall administrative and fiduciary responsibility for general institutional services and management of financial activities. The Finance Department consists of Budget, Accounting, Financial Accounting, Fixed Assets, Grants Accounting, Payroll, and Student Financial Services.
- The Vice President of Finance has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Vice President of Finance reports to the Senior Vice President, Finance & Operations.

Emergency Response Role:

- During a College declared state of emergency, the Vice President of Finance serves as the Finance and Administrative Section Chief.

Vice President for Advancement and Executive Director of the Broward College Foundation

General Emergency Management Responsibilities:

- The Vice President for Advancement and Executive Director of the Broward College Foundation is responsible for leading the College's activities relating to donors and funds in relation to incidents.

Emergency Response Role:

- The Vice President for Advancement and Executive Director of the Broward College Foundation is responsible for the College's activities relating to donors and funds in relation to incidents to include managing any emergency relief funds.

Chief of Staff and Vice President of Communications and Community Relations

General Emergency Management Responsibilities:

- The Executive Director of Marketing and Strategic Initiatives is responsible for developing and understanding the comprehensive coordination and administration of the College's Public Affairs and Marketing Department and its staff, the overall mission, priorities and working climate of Broward College.
- The Executive Director of Marketing and Strategic Initiatives has the authority to assign

members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.

- The Executive Director of Marketing and Strategic Initiatives reports to the Senior Administrative Vice President.

Emergency Response Role:

- During a declared College state of emergency, the Executive Director of Marketing and Strategic Initiatives serves as a member of the Policy Group.
- During a declared College or Campus state of emergency, the Executive Director of Marketing and Strategic Initiatives leads and provides support to the Emergency Communications Team.

Executive Director, Talent and Culture

General Emergency Management Responsibilities:

- The Executive Director of Talent and Culture is responsible for directing all human resources related activities for the College. The Department of Talent and Culture consists of Benefits, Compensation, Employee Relations, Staffing, and Compliance.
- The Executive Director of Talent and Culture has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Executive Director of Talent and Culture reports to the College President.

Emergency Response Role:

- During a declared College state of emergency, the Executive Director of Talent and Culture serves as the leader of the Human Resource Unit.

Associate Vice President of Safety, Security, and Emergency Preparedness (AVP SSEP)

General Emergency Management Responsibilities:

- The AVP SSEP is responsible for the overall management of the College's emergency management functions, including the development, implementation, and maintenance of the BC CEMP.
- The AVP SSEP is the College's representative on the Southeast Florida Regional Domestic Security Task Force (SERDSTF) and collaborates with all local, state, and federal emergency response agencies which serve and protect BC.
- The AVP SSEP reports to the Senior Vice President, Finance & Operations.

Emergency Response Role:

- During a declared College state of emergency, the AVP SSEP will assume the role of providing support and guidance to the DIMT. The AVP SSEP will serve as a resource to ensure the proper and expeditious handling of the emergency in accordance with the guidelines set forth in the BC CEMP.
- The AVP SSEP is responsible for notifying the appropriate College personnel of a major campus emergency in accordance with College Procedure A6Hx2-7.01 – Emergency Procedures.
- The AVP SSEP is authorized to activate the College's emergency notification resources and to alert the general College community of a major emergency.
- If a campus state of emergency is declared, the AVP SSEP will assist the impacted campus by providing guidance and support.

District Director, Emergency Management

General Emergency Management Responsibilities:

- The District Director, Emergency Management plans, organizes, oversees, and directs college-wide emergency management operations and activities. The District Director, Emergency Management provides focus towards the development and maintenance of key documents and serves as program director for the development/maintenance of emergency plans, emergency procedures, and related College policies, and serves as program director for the development of emergency exercise, training, and after actions reports.
- The District Director, Emergency Management may serve as an additional College representative on the SERDSTF and collaborates with all local, state, and federal emergency response agencies which serve and protect BC.
- The District Director, Emergency Management reports to the AVP SSEP.

Emergency Response Role:

- During a declared College state of emergency, the District Director, Emergency Management will assume the role of providing support and guidance to the DIMT. The District Director, Emergency Management will serve as a resource to ensure the proper and expeditious handling of the emergency in accordance with the guidelines set forth in the BC CEMP and other applicable plans.
- The District Director, Emergency Management is responsible for assisting the AVP SSEP with notifying the appropriate College personnel of a major campus emergency in accordance with College Procedure A6Hx2-7.01 – Emergency Procedures.
- If the AVP SSEP is unavailable, the District Director, Emergency Management is authorized to activate the College's emergency notification resources and to alert the general College community of a major emergency.
- If a campus state of emergency is declared, the District Director, Emergency Management along with the AVP SSEP will assist the impacted campus by providing guidance and support.

Captain, Campus Safety Operations

General Emergency Management Responsibilities:

- The Captain, Campus Safety Operations is responsible for assisting in the overall management of the College's emergency management functions, including the development, implementation, and maintenance of the BC CEMP.
- The Captain, Campus Safety Operations has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Captain, Campus Safety Operations report to the AVP SSEP.

Emergency Response Role:

- If a campus state of emergency is declared, the Captain, Campus Safety Operations will assist the impacted campus Lieutenant(s), as necessary.
- If a College state of emergency is declared, the Captain, Campus Safety Operations serves as the Liaison Officer on the DIMT.

Captain, Security and Support Services

General Emergency Management Responsibilities:

- The Captain, Security and Support Services is responsible for assisting in the overall management of the College's emergency management functions, including the development, implementation, and maintenance of the BC CEMP.
- The Captain, Security and Support Services has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Captain, Security and Support Services report to the AVP SSEP.

Emergency Response Role:

- If a campus state of emergency is declared, the Captain, Security and Support Services will assist the impacted campus Lieutenant(s), as necessary and additionally assist the Campus Emergency Operations Center in the use of campus safety technology, as necessary.
- If a College state of emergency is declared, the Captain, Security and Support Services will assist through coordinating and overseeing the Security Operations Center, as necessary and additionally assist the District and Campus Emergency Operations Centers in the use of campus safety technology, as necessary.

Senior Associate Vice President for Facilities Management

General Emergency Management Responsibilities:

- The Senior Associate Vice President for Facilities Management is responsible for the College's activities relating to facilities management.
- The Senior Associate Vice President for Facilities Management has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The Senior Associate Vice President for Facilities Management reports to the Senior Vice President, Finance & Operations.

Emergency Response Role:

- The Senior Associate Vice President for Facilities Management is the primary College official responsible for providing facilities, services, and material support for the incident.
- If a College state of emergency is declared, the Senior Associate Vice President for Facilities Management will serve as the Logistics and Planning Section Chief.

District Director of Environmental Health & Safety and Chief Fire Official

General Emergency Management Responsibilities:

- The District Director of Environmental Health & Safety and Chief Fire Official is responsible for administering health and safety programs and developing health, safety, and environmental policies, procedures, and practices to ensure the overall health and safety of students, faculty, staff and visitors.
- The District Director of Environmental Health & Safety and Chief Fire Official has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- The District Director of Environmental Health & Safety and Chief Fire Official reports to

the SAVP for Facilities Management.

Emergency Response Role:

- If a campus state of emergency is declared, the District Director of Environmental Health & Safety and Chief Fire Official will assist the impacted campus by serving as the Safety Officer on the CIMT.
- If a College state of emergency is declared, the District Director of Environmental Health & Safety and Chief Fire Official serves as the Safety Officer on the DIMT.

District Director of Public Relations

General Emergency Management Responsibilities:

- The District Director of Public Relations is responsible for the College's activities relating to external and internal communications.
- The District Director of Public Relations is the College's point of contact with all media agencies.
- The District Director of Public Relations is responsible for assisting the AVP SSEP with informing the College community about the BC CEMP and other emergency preparedness initiatives.
- The District Director of Public Relations reports to the Chief of Staff and VP, Communications and Community Relations.

Emergency Response Role:

- The District Director of Public Relations is the primary College official responsible for activating the College's emergency notification resources and alerting the general College community of a major emergency.
- If a campus state of emergency is declared, the District Director of Public Relations will assist the impacted campus by providing media relations support and serves as their Public Information Officer (PIO).
- If a College state of emergency is declared, the District Director of Public Relations will serve as the Public Information Officer (PIO) on the DIMT.

Associate Vice President for Institutional Planning and Effectiveness

General Emergency Management Responsibilities:

- The Associate Vice President for Institutional Planning and Effectiveness is responsible for leading the College's institutional planning and effectiveness department.

Emergency Response Role:

- The Associate Vice President for Institutional Planning and Effectiveness may be assigned responsibility for serving as the College's Volunteer Coordinator. As such, the Associate Vice President for Institutional Planning and Effectiveness, if activated, would be responsible for recruiting, selecting, assigning, training and supervising volunteers.
- The Associate Vice President for Institutional Planning and Effectiveness is responsible for conducting a needs analysis based on the situation and making recommendations to the Incident Commander about any potential volunteer or donation opportunities. Please note, this is not about the Foundation's emergency relief funds but deals with the collection of physical goods.
- The Associate Vice President for Institutional Planning and Effectiveness is responsible for developing and managing any respective donation and collection points to include

coordinating with appropriate departments and personnel.

7.2 Campus Level

Campus President

General Emergency Management Responsibilities:

- A Campus President is responsible for ensuring the ongoing mission of their campus.
- A Campus President has the authority to assign members of their staff with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- A Campus President reports to the College Provost.

Emergency Response Role:

- A Campus President has the authority to declare a campus state of emergency activating their CIMT.
- Campus President serves as the Campus Incident Commander.
- All decisions concerning the ordering of immediate protective actions (SHELTER-IN-PLACE, EVACUATION, or TEMPORARY CLOSURE) on their campus remain with the Campus President.

Campus Dean of Business Affairs

General Emergency Management Responsibilities:

- A Campus Dean of Business Affairs is responsible for the ongoing operational status of their campus.
- A Campus Dean of Business Affairs is responsible for assisting the DSSEP with the implementation of the BC CEMP at the campus level.
- Campus Dean of Business Affairs reports to a Campus President.

Emergency Response Role:

- During a declared campus state of emergency, the Campus Dean of Business Affairs will assume the role of Campus Deputy Incident Commander. If a Campus President is unavailable, a Campus Dean of Business Affairs may declare a campus state of emergency and activate the CIMT and serve as the Incident Commander. Additionally, the Campus Dean of Business Affairs directs all finance and administrative tasks for the CIMT.

Campus Safety Lieutenant

General Emergency Management Responsibilities:

- A Campus Safety Lieutenant is responsible for the safety and security of their campus community.
- A Campus Safety Lieutenant is required to implement and maintain operations in accordance with the guidelines set forth in the BC CEMP.
- A Campus Safety Lieutenant is responsible for coordinating operations with the Dean of Business Affairs.
- A Campus Safety Lieutenant is responsible for collaborating with the emergency response agencies that serve and protect their campus.
- A Campus Safety Lieutenant reports to the Captain of Campus Safety Operations.

Emergency Response Role:

- A Campus Safety Lieutenant is the primary campus official responsible for operation of the specific campus safety department.
- If a campus state of emergency is declared, the Campus Safety Lieutenant will serve as the Liaison Officer on the Campus IMT and coordinate actions with the local emergency response agencies. The Campus Safety Lieutenant should report to the Incident Command Post to serve as the liaison between the local emergency response agencies and the Campus Emergency Operations Center.

Facility Manager

General Emergency Management Responsibilities:

- A Facilities Manager is responsible for the campus activities relating to facilities management.
- A Facilities Manager has the authority to assign members from their department with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- A Facilities Manager reports to the AVP of Facilities Collegewide Maintenance.

Emergency Response Role:

- If a campus state of emergency is declared, a Facilities Manager will assist the impacted campus by serving as the Operation & Logistics Section Chief on the CIMT.

Campus Technology Officer

General Emergency Management Responsibilities:

- A Campus Technology Officer is responsible for the campus activities relating to information technology.
- A Campus Technology Officer has the authority to assign members from their area with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.

Emergency Response Role:

- During a declared emergency serves as the IT Section Chief & leader of the Information Technology Unit.

Dean, Academic Affairs

General Emergency Management Responsibilities:

- A Dean, Academic Affairs is responsible for working collaboratively with faculty in developing and sustaining high quality academic programs.
- A Dean, Academic Affairs has the authority to assign members from their area with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- A Dean, Academic Affairs reports to a Campus President

Emergency Response Role:

- During a declared emergency a Dean, Academic Affairs serves as the Academic Affairs Section Chief to support academic continuity.

Dean, Student Services

General Emergency Management Responsibilities:

- A Dean, Student Services is responsible for the leadership of the student experience on

the campus. A Dean, Student Services collaborates across the college to design and implement efficient and effective Student Services policies and processes that support student achievement and long-term student engagement and civic responsibility to the College.

- A Dean, Student Services has the authority to assign members from their area with emergency management roles and responsibilities in support of the BC CEMP and other emergency preparedness initiatives.
- A Dean, Student Services reports to the Lead Student Dean

Emergency Response Role:

- During a declared emergency Dean, Student Services serves as the Student Services Section Chief and oversee the Mental Health Unit.

Faculty and Staff

General Emergency Management Responsibilities:

- Faculty and staff are leaders on their campus and must be prepared to direct students, visitors, and colleagues to safe locations in the event of an emergency.
- Faculty and staff are responsible for being familiar with applicable emergency plans, procedures, and evacuation routes for their assigned work locations. This information is found via the Campus Safety website (www.broward.edu/safety).
- Faculty and staff are also responsible for maintaining their updated contact information for BC Alert to maximize the College's capability to notify them of a life-threatening emergency and issue appropriate protective actions. Information regarding BC Alert is accessible through www.broward.edu/bcalert.

In addition to the items listed above, all faculty members are encouraged to include the following public safety and emergency preparedness information in their course syllabus and review this information with their students at the beginning of each term:

- Phone Number of Campus Safety Department: 954-201-HELP (4357)
- How to dial 911 from a Campus Phone
- How to use a classroom emergency phone
- Location of classroom evacuation map
- Information on what to do in an emergency

Emergency Response Role:

- If faculty and staff who are involved in or witness a life-threatening emergency, they are required to immediately call 911 and, if practical and without jeopardizing life safety, the Campus Safety Department. Faculty and staff must be prepared to assess emergency situations quickly and thoroughly, as well as use common sense in determining how to take any issued protective actions.
- During a declared state of emergency, faculty and staff who are not assigned a specific emergency management responsibility are required to act as directed by the Campus IMT.

Students

General Emergency Management Responsibilities:

- Students are responsible for familiarizing themselves with emergency preparedness resources, campus emergency procedures, and evacuation routes in the buildings they use frequently. This information is accessible through the Campus Safety website (www.broward.edu/safety).
- Students are responsible for maintaining their updated contact information for Broward College Alerts to maximize the College's capability to notify them of a life-threatening emergency and to issue appropriate protective actions. Information regarding BC Alert is accessible through www.broward.edu/bcalert.
- If students are involved in or witness a life-threatening emergency, they are required to immediately call 911 and, if practical and without jeopardizing life safety, the Campus Safety Department.
- Students must be prepared to assess emergency situations quickly and thoroughly, as well as use common sense in determining how to take any issued protective actions.
- Students are required to take protective actions in an orderly manner when directed by faculty, staff, emergency response personnel, and/or a BC Alert message.

Essential Personnel

In accordance with College policy, certain positions have been identified as Essential Personnel. The positions which have been identified include the appropriate designation in their job profile. Essential personnel have been designated into two distinct 'stages,' as defined and categorized below.

Which essential personnel are called upon will vary depending on the circumstances of the incident and the decision by the Incident Commander. The Incident Commander will assign all personnel according to NIMS protocols. In some instances, an entire group of essential personnel may not be called upon.

Stage One – In response to severe weather events, such as hurricanes, Stage One Essential Personnel (S1P) are involved in conducting the initial assessment to ensure the safety and access to facilities. S1P initial responsibility is to establish an operating picture and to accomplish the following priorities:

- Priority 1: Protection of Human Life
- Priority 2: Support of Health, Safety, and Basic Care Services
- Priority 3: Protection of BC assets

All S1P will report to their appropriate supervisor at their assigned location at the beginning of each shift and check out with them prior to leaving at the end of their shift.

S1P include the following:

- Policy Group
 - College President
 - Senior Vice President, Finance and Operations
 - Chief of Staff and Vice President of Communications and Community Relations
 - College Provost and Senior Vice President for Academic Affairs and Student Services
 - General Counsel and Vice President of Public Policy and Government Affairs
 - Senior Vice President of Workforce Education and Innovation
 - Vice President, Advancement and Executive Director of Broward College Foundation
 - Vice President of Information Technology and Chief Information Officer
 - Vice Provost, Academic Affairs
 - Vice Provost, Student Services
 - Executive Director, Talent and Culture
 - Vice President of Finance
- DIMT
 - Senior Vice President, Finance and Operations (District Incident Commander)
 - College Provost and Senior Vice President for Academic Affairs and Student Services (Deputy District Incident Commander)
 - Public Information Officer (PIO)

- District Director, Public Relations
 - Communications Coordinator
 - Vice President of Finance (Admin/Finance Section Chief)
 - Vice President, Information Technology (Logistics Section)
 - Chief Business Officer (Backup)
- CIMT
 - Campus Presidents (Campus Incident Commanders)
 - Business Deans (Campus Deputy Incident Commanders)
 - Campus Technology Officers (Campus Logistics Section)
- DSSEP
 - Associate Vice President
 - District Director, Emergency Management
 - All Campus Safety profiles (Officer, Dispatcher, Corporal, Sergeant, Lieutenant, Captain)
- Facilities Department
 - Senior Associate Vice President, Facilities
 - Associate Vice President, Design and Construction
 - Associate Vice President, Collegewide Maintenance
- Risk Management
 - District Director of Risk Management & Chief Risk Officer

Stage Two – At the completion of the initial assessment by S1P and the delivery of a clear operational picture —availability to protect human life and support of health, safety, and basic services of the next phases— Stage Two Essential Personnel (S2P) may be activated by the Incident Commander. The determination is made by evaluating the conditions and full operational picture. S2P are involved in Level 2 – Vital Services and Level 3 – Resumption of Business Activities. S2Ps are utilized in accordance with guidelines to accomplish the following priorities:

- Priority 4: Maintenance of Critical BC Services
- Priority 5: Assessment of Damages
- Priority 6: Restoration of BC Operations

All S2P will report to their appropriate supervisor at their assigned location at the beginning of each shift and check out with them prior to leaving at the end of their shift.

SP2 include the following:

- Information Technology
 - Analyst, System Security
 - Assistant Director, Learning Technology
 - Assistant Director, Technical Support
 - Chief Business Officer
 - Cloud Systems Manager
 - Coordinator, IT Customer Service & Support

- Coordinator, Telecommunication System
- Cyber Security Architect
- Director, Enterprise Communications
- Lead Specialist, Campus Technology
- Security Administrator
- Senior Cloud Systems Engineer
- Business Services & Resource Management and Other Operations Personnel
 - District Director of Auxiliary Services
 - District Director of Procurement
 - Material Services Manager
 - Material Services Warehouse Supervisor
 - Material Services Movement Specialists
 - Bookstores – General Manager, Campus Managers
 - Food Services – General Manager, Campus Managers
- Academics
 - Academic Deans
- Student Services
 - Associate Vice President, Student Life & Ombudsperson
 - Lead Student Dean and Student Services Deans
 - Dean of Libraries and ASC
- DSSEP
 - Manager, Physical Security Technology

Other Personnel – In addition to the above-mentioned areas, the Incident Commander may also direct other areas/personnel to come on site to mitigate damage and assist in recovery efforts. This process may include soliciting recommendations from distinct areas. **Please note, these areas/positions do not have Essential Personnel designations.** To ensure access during a restricted period, the Incident Commander should communicate the information to Campus Safety.

These areas/personnel may include the following areas:

- Science Lab Restoration & Preservation (*guidance from Campus Presidents*)
 - Science Lab Managers
- Payroll (*guidance from Vice President of Finance*)
- Computer Lab Employees (*guidance from Campus Presidents*)
- Mailroom Employees (*guidance from Senior Vice President, Finance and Operations*)
- Landscaping, Construction & Custodial (*guidance from Senior Associate Vice President, Facilities*)
 - Managers
 - Contractual Custodial Services
 - Contractual Landscaping Services
- Community Partners (*guidance from Campus Presidents*)

Coordinating Access for Essential Personnel

Determining the return and access of Essential Personnel and all other areas resides with the Incident Commander. Any specific requests or assistance that may be needed should be forwarded through the appropriate channels for decisions to be made.

The coordination of access to Broward College locations is overseen by the Department of Safety, Security & Emergency Preparedness. During portions of pre-and post-event, Campus Safety along with law enforcement having jurisdiction may manage access points and regulate traffic coming onto Broward College locations.

All Essential Personnel receive Broward College IDs which feature a red stripe at the bottom which identifies them as Essential Personnel. College IDs are issued and managed by the Manager, Physical Security Technology.

- Essential Personnel are expected to report with their Broward College ID and ensure their ID remains visible always.
- Contracted services or other organizations which may have been called upon must show appropriate identification and ensure it remains visible always while on the premise.

7.3 Local Level

Broward County

The Broward County Emergency Management Division (BCEMD) is responsible for coordinating all countywide emergency management efforts and the response to a declared county emergency. BCEMD prepares and implements the county CEMP and conducts exercises to test county and municipal emergency response capabilities. The county mayor has the authority, under Article II; Section 2.04G of the Broward County Code, to declare a county emergency, activate the Emergency Operations Center (EOC), and allocate the resources necessary to protect lives and property. The Broward County EOC is the facility in which all emergency and disaster preparations, response, and recovery activities are coordinated among participating agencies residing within the County's jurisdiction.

Fire Chiefs' Association of Broward County

The Fire Chiefs' Association of Broward County (FCABC) created a County Disaster Response Plan (CDRP) to provide for the systematic mobilization, deployment, organization, and management of emergency resources throughout Broward County in assisting local agencies in mitigating the effects of any large-scale disaster. The local fire rescue agency is the first tier of response in the event of a disaster. These first responders provide the initial damage assessment, conduct search and rescue operations, treat the injured, and make every effort to stabilize the incident. No local entity has all the resources to handle the breadth of every disaster, therefore the FCABC has developed additional tiers of response should the incident warrant. Requests to activate this plan should be made to the Broward County Emergency Management Division (BCEMD).

7.4 Regional Level

Regional Domestic Security Task Force

The State of Florida has taken a regional approach in the fight against terrorism and preparation for catastrophic disasters. The State is divided into seven Regional Domestic Security Task Forces (RDSTF). Each task force is made up of the local, state, and federal emergency response agencies that serve and protect the communities within the defined region. The SERDSTF (Region 7) encompasses Broward, Miami-Dade, Monroe, and Palm Beach counties. The task force is broken down into functional workgroups that meet regularly and discuss ways to update/sustain equipment, train personnel, increase public awareness, and establish protocols for response to a terrorist incident under a unified command. The AVP SSEP and District Director of Emergency Management is BC's representative on the Emergency Management and Campus Security workgroups. BC's ongoing participation in the RDSTF is instrumental in applying for homeland security grants, planning of regional exercises, and ensuring the consistency of the BC CEMP with other local and state response plans.

7.5 State Level

Florida Division of Emergency Management

The Florida Division of Emergency Management (FDEM) is responsible for the coordination of all statewide emergency management efforts. FDEM prepares and implements the State of Florida CEMP and conducts exercises to test state and county emergency response capabilities. The Governor has the authority to issue an Executive Order declaring a Florida state of emergency and activating the State's emergency response resources. During a declared Florida emergency, FDEM is authorized to support the local response efforts through the activation of the State CEMP and EOC. If the Governor is not able to issue an Executive Order due to time constraints, the Director of FDEM is authorized to activate the State CEMP and immediately initiate emergency response actions. The Region 7 FDEM Coordinator communicates FDEM initiatives with the BC AVP SSEP.

Florida Department of Law Enforcement

The Florida Department of Law Enforcement (FDLE) was created to promote public safety and strengthen domestic security by providing services in partnership with local, state, and federal criminal justice agencies to prevent, to investigate, and to solve crimes while protecting Florida's citizens and visitors. Through its seven Regional Operations Centers (ROC), fourteen field offices, and seven crime laboratories, FDLE delivers investigative, forensic, and information system services to Florida's criminal justice community. FDLE is responsible for coordinating the seven RDSTFs and the State of Florida Domestic Security Oversight Committee (DSOC). The Region 7 FDLE Special Agent Supervisor communicates FDLE and DSOC homeland security and emergency management initiatives with the BC AVP SSEP.

Florida Department of Education

The Florida Department of Education (FDOE) governs public education for the State of Florida. The State's colleges are governed locally by a board of trustees and coordinated statewide under the State Board of Education. BC is part of the Florida College System, which consists of 28 community and state colleges from across Florida. The Chancellor of Florida Colleges is the chief

executive officer of the system and supports the member colleges on statewide education initiatives. The Assistant Chancellor of Florida Colleges is responsible to assist FDEM and FDLE with all statewide emergency management efforts that impact the Florida College System. The Assistant Chancellor of Florida Colleges communicates FDOE emergency management initiatives with the BC AVP SSEP or other Broward College representative.

Mutual Aid

Broward County is a signatory of the Florida Statewide Mutual Aid Agreement. The Statewide Mutual Aid Agreement (SMAA) is an agreement between state and local entities to leverage limited resources and assist each other during a major disaster. The SMAA streamlines the assistance process within the State of Florida when resources are needed most. The agreement provides BC a mechanism to request critical resources needed to restore college operations after a disaster. The SMAA also provides access to assistance from the Federal government and other states via the Robert T. Stafford Disaster Relief and Emergency Assistance Act and Emergency Management Assistance Compact. BC can also invoke assistance under the SMAA when the College needs assistance from a participating agency during a minor emergency and does not have an existing mutual aid agreement with them.

The AVP SSEP is responsible for maintaining proper information with Broward County Emergency Management. The AVP SSEP is the primary college official authorized to coordinate BC resources in accordance with the SMAA through the Broward County EOC. The District Director of Emergency Management serves as backup to the AVP SSEP for mutual aid requests. All requests for mutual aid must be approved by the College President or their designee.

8.0 Recovery

Steps associated with recovery following a disaster or emergency incident is critical to returning to normal operations. Some areas or Departments of the College may transition at different periods towards recovery but it is important that recovery not be delayed because other areas have not progressed through response operations, except, in the case where the same resource(s) are needed by Departments that are still processing response measures. In these instances, response requirements precede those of Departments in recovery.

8.1 Continuity of Operations Plan (COOP)

The COOP, a primary component of the emergency plans, establishes the policies and guidance necessary to ensure execution of the mission-essential functions for Broward College if an emergency has threatened or incapacitated operations. The COOP should serve as the guiding document in the recovery phase.

Contracted Property Restoration

Following an emergency or disaster situation, the Property Restoration Company that is on contract should be contacted to assist with recovery capabilities. The Senior AVP of Facilities may serve as a reference for this.

Contracted Hazardous Cleanup

Following an emergency or disaster situation, the contracted hazardous cleanup organization should be contacted to assist with recovery capabilities. The Senior AVP of Facilities may serve as a reference for this.

Re-entry (ID and Access Control)

Following an emergency or disaster situation, the official Broward College issued ID Cards are used to identify and grant access to College facilities and properties. Access may be limited to persons with IDs which display Essential Personnel or may be expanded to include students, faculty, and staff depending on the determination by the Incident Management Team. All vendors or third parties who are working on-campus during an emergency should be in uniform and/or display company identification.

Debris Removal

Depending on the type, debris may accumulate after an emergency or disaster around the impacted area and in many instances on roadways. Before normal College operations can resume, debris removal must be accomplished to ensure the overall safety.

Temporary Relocations

Emergency and disaster situations may cause certain buildings or facilities to be unusable. When it is necessary, Departments or groups whose permanent locations are unsafe may be relocated to alternate work locations. The District Director of Environmental Health & Safety and Chief Fire Official, who also is the College's Incident Management Team Safety Officer, should be consulted to determine the need and process to relocate which should be done in conjunction with guidance from Leadership and other Departments.

8.2 Reimbursement

If the emergency incident is declared a disaster (by US Presidential declaration), BC may be eligible for financial reimbursement for damages and expenses sustained because of the disaster. Reimbursement may come through various channels and may include any combination of local, state, and/or federal grant and support programs.

Of available expenses which may be eligible for reimbursement include:

- Force Account Labor- costs for BC personnel time (payroll) used in response and recovery operations.
- Force Account Equipment- college owned equipment that was used in response and recovery operations.
- Materials and Supplies- materials and supplies used in response and recovery operations (both stock and/or purchased).
- Contract Work- eligible work performed by contractors post disaster (such as a contracted property restoration company).

FEMA Tracking

Each Department is responsible for tracking all costs incurred due to an emergency or disaster situation. The tracking should include detailed records of expenses, including salary and overtime, and must be kept and ultimately submitted to Risk Management to ensure Broward

College's eligibility for federal reimbursement. Specific guidelines surrounding this process will be based on current FEMA standards and provided to all Units post-incident by the District Director of Risk Management and Chief Risk Officer.

The District Director of Risk Management and Chief Risk Officer is responsible for coordinating data collection from all departments, auditing incoming documents, and completing the submission of FEMA claim forms.

Proper and accurate documentation at the department level is extremely important. Detailed records and information must be initiated by every department when an emergency or disaster incident preparation is underway. By implementing this emphasis, it allows for information to be collected as it occurs and creates the opportunity for faster reimbursements following the incident. It is virtually impossible to retroactively complete the form as information will be missing which could result in the loss of considerable funding from FEMA for BC.

8.3 Information Sharing Post-Incident

It is important that all members of an IMT are included when sharing information and that they are aware of standard uniformity components. As most incidents will require a multi-layered approach and various responding units, uniformity must be included to ease the process of filling and recording information. The following listed components should be implemented to streamline the process of sharing information and documenting critical information which may be used to gauge responses, dedicate resources, and process through supplementary areas.

- Standard file naming convention – All files and folders related to an incident should be labeled beginning with the date (YEARMONTHDAY) followed by the location of the incident (CAMPUS), the incident type, the document type, and the author. An example would be:
 - 20160127 NORTH TORNADO AAR SAMMY
- Photo documentation and associated naming convention should follow a similar standard. It should include the date, specific location, incident, a relative photo number to that specific item, and the author. Keeping in mind that when reviewing photos later, Risk Management and insurance adjusters won't know the who, what, when, where, and why a photo was taken therefore, the more information provided is beneficial. An example would be:
 - 20160127 BLDG50 TORNADO ROOFDAMAGE1 SAMMY
- All units should use predeveloped forms, checklists, and other materials that are found within the Severe Weather Plan and/or Standard Operating Guidelines to document associated areas. If being stored or shared over a computer, these should abide by the implemented standard file naming conventions.

8.4 After Action Review

Directing after action reviews (AAR) is a fundamental element of evaluating emergency responses and providing for indispensable feedback towards the emergency planning process. Thus, AARs assist in continual improvements towards the knowledge, skills, and capabilities of Broward College. The scale of the after-action review process may range from small and less formal structures to larger more formalized processes depending on the complexity of the response and the impact of the incident. AARs are conducted during the post-stage and closure of an incident.

Potential triggers for the conducting of an AAR:

- Activation of a campus or district EOC
- At the discretion of the Department of Safety, Security & Emergency Preparedness, Campus Incident Commander, or Senior Management Team

AARs are planned to provide for the analysis and review of the emergency response actions and/or the proceeding recovery efforts. Input for the AAR may come from after action debriefings, follow-up meetings or from written comments provided by any person involved in or managing the emergency response action.

The AAR should be written and, at a minimum, provide the information to include a summary of the incident, participating response organizations, and major strengths and areas for improvement regarding the response. The District Director of Emergency Management is responsible for the development, execution, and completion of AARs.

Attachment 1: Emergency Operations Center Standard Operating Procedures

The Emergency Operations Centers (EOCs) are designed to manage an emergency, disaster, or large scheduled event, such as a visiting dignitary. The EOCs are where the Incident Management Teams (IMTs) should gather to make decisions, allocate and coordinate resources, establish policy to manage the incident, operate in conjunction with outside agencies, and direct the overall response actions. EOCs function as centralized locations for the components of the IMT consisting of: Command, Policy Group, Operations, Logistics, Planning and Finance. A proper EOC is characterized by the combination of facilities, equipment, personnel, and procedures.

EOCs are a distinctive component in multiple settings including being operated within institutions of higher education.

Although larger government agencies have dedicated EOCs that are always operationally ready, it remains uncommon for institutions of higher education to have similarly dedicated EOCs. Within institutions of higher education, EOCs are commonly located in a conference room or other large area that is used for other purposes daily and is converted if the need arises. For scheduled events, there is longer lead time to convert the space to an EOC than during the time of an emergency or disaster. It is therefore important to have some infrastructure built into the space to decrease the setup time involved.

1.1 Functions

The generally accepted premise is that Broward College's EOCs have five primary functions, identified as follows:

- DIRECTION & CONTROL - consisting of broad guidance, not tactical operations.
- SITUATION ASSESSMENT - such as the ability to overview an incident and understand its broader implications.
- COORDINATION - involving the response personnel organized in a unified effort.
- PRIORITY ESTABLISHMENT - to prioritize the response to an incident or event.
- RESOURCE MANAGEMENT - to assist in providing the necessary logistical requirements needed to manage the incident.

1.2 Location & Staffing

Locations

Broward College maintains various conference rooms that remain in a ready-state, capable of being activated and serving as an EOC.

- Each CIMT has identified an on-site primary and secondary EOC location as well a third off-site location. These locations are listed within each Campus SOG. All members of the CIMT should be familiar with these locations.
- The DIMIT has also identified its primary and secondary EOC. All members of the DIMIT should be familiar with these locations.

Some locations may feature light subsistence, in the form of vending machines, and general sanitation, in the form of restrooms. In most instances, there are no showers directly onsite.

If additional beverages and meals are deemed necessary during activation, the Incident Commander will work with appropriate Broward College personnel to obtain.

Staffing

Initial response personnel assigned to EOC and their general responsibilities include:

Campus Emergency Operation Center	
Campus President	Incident Commander
Business Dean	Deputy Incident Commander
District Director of Public Relations	Public Information Officer
DD of Environmental Health & Safety	Safety Officer
Campus Safety Lt.	Liaison Officer
Campus Facilities Manager	Operations/Logistics Section
Chief Technology Officer	IT Section
Business Dean	Fin/Admin Section
Dean, Academic Affairs	Academic Section

Dean, Student Services	Student Services Section
Senior Vice President, Finance and Operations	Resource (may serve remotely)

District Emergency Operation Center	
SVP, Finance and Operations	Incident Commander
College Provost and Senior Vice President for Academic Affairs	Deputy Incident Commander
District Director of Public Relations	Public Information Officer
DD of Environmental Health & Safety	Safety Officer
Campus Safety Cpt. (Campus Safety Ops)	Liaison Officer
Vice President of Information Technology and Chief Information Officer	IT Section
SVP, Finance and Operations	Operations/Logistics Section
Vice President of Finance	Fin/Admin Section
AVP SSEP	Resource
District Director of Emergency Management	Resource

All personnel should arrive to the EOC with all required professional and personal items. Any appropriate and respective access control or security will be coordinated with the Department of Safety, Security & Emergency Preparedness as well as with law enforcement through the Liaison Officers.

In the event the College's Emergency Operations Center (EOC) is activated during a pandemic or other situation when physical contact is limited, or social distancing is recommended, a virtual EOC may be activated to the level necessary for the incident. The virtual EOC communication will be conducted on a college approved video-conference platform. The IMT's may still access the physical primary and/or secondary Emergency Operations Center if necessary, while adhering to all state and local officials and executive orders.

EOC personnel shall always wear Broward College issued identification badges when inside the EOC. The identification badge should be secured on each person and in view.

The Department of Safety, Security & Emergency Preparedness must be immediately notified if a badge is lost or stolen. Any person found inside or around the EOC without appropriate credentials may be questioned and asked to leave the area.

1.3 EOC Supplies

An adequate number of supplies should be near the EOC. If possible, an area should be designated as EOC storage with adequate supplies stored. Some supplies may have an expiration date (components of a first aid kit). These supplies should be monitored on a regular basis and replaced as needed. Supplies needed may include:

- EOC personnel identification vests
- EOC personnel table cards and holders
- EOC personnel identification badges and lanyard
- MEDIA identification badges and lanyard
- VISITOR identification badges and lanyard
- Emergency Plans Binder
- Emergency Plans Flash drive
- Floor Plans Flash drive
- First-Aid kit
- Emergency contact card
- Weather Alert Radio
- Campus/Location Maps

1.4 EOC Activation Checklist

- EOC Activation may be ordered by the Incident Commanders or Deputy Incident Commanders.
- Upon activation, personnel assigned to positions on the EOC team should immediately report to the EOC location and check in with the Incident Commander.
- Obtain identification vests and any other necessary credentials.
- Conduct EOC function and incident/situation briefing.
- Begin activity logs.
- Determine staffing needs and acquire additional support as needed.
- Check communications equipment (telephones, fax machines, radios). Assistance is available from the IT Support designated individual.
- Locate and lay out necessary supplies and materials.

1.5 EOC Closeout Checklist

- Notify appropriate departments and parties that EOC is being closed.
- Collect data, logs, situation reports, message forms, and other significant documentation. Place in a file folder. Mark the outside with the date and any state or federal numbers associated with the response.
- Deliver the information to the Department of Safety, Security & Emergency Preparedness.
- Fold and repack re-usable materials.
- Collect and box all office supplies and unused forms.
- Make a list of all supplies that need replacement and forward to the Incident Commander and Deputy Incident Commander.
- Return vests and any associated identification credentials.
- Log out/Sign out.
- Leave work area in good order

1.6 EOC Equipment & Supplies Checklist

Equipment and supplies should be sufficient for prolonged operation of the fully staffed EOC. The following is a recommended supply list:

- Communications equipment
- Furniture - desks/tables and chairs for all positions, conference tables and chairs
- Computers and printers or proximity printers/copiers
- EOC forms and logs
- Supplies and office equipment (pens, pencils, staplers/staples, note paper)
- Emergency generator (if applicable)
- Kitchen equipment and supplies (if applicable)
- Flashlights/emergency lighting
- Uninterruptible Power Supply (UPS) for computers
- TV, AM/FM Radio
- Displays, maps, charts, white boards
- First Aid and Sanitary Supplies

Glossary of Emergency Management Terms

Activation	When the Comprehensive Emergency Management Plan has been implemented whether in whole or in part. Also, applies to activating the Emergency Operations Center(s).
After-Action Review (AAR)	A method of identifying and tracking correction of important problems and carrying out best work practices in an operation or exercise after it has been completed. An AAR may be structured to contain statements of lessons learned and recommended changes in plans, training, and resources.
Allocated Resources	Resources dispatched to an incident.
Applicant	A State agency, local government, Indian Tribe, Alaskan Native tribal government, or eligible Private Nonprofit Organization who submits a request for disaster assistance under the State's disaster declaration.
Assigned Resources	Resources checked in and assigned to a mission on an incident.
Authorized Requestor (Broward College)	An individual within Broward College authorized to request goods and services to save lives, protect property and support response operations.
Bioterrorism	The use or threatened use of biological agents to achieve political, religious, ideological, or social goals.
Casualty Collection Point (CCP)	Temporary location established to triage the casualties, prepare, and prioritize them for transportation to a definitive care facility.
Catastrophic Disaster	An event that results in large numbers of deaths and injuries; causes extensive damage or destruction of facilities that provide and sustain human needs; produces an overwhelming demand on State and local response resources and mechanisms; causes a severe long-term effect on general economic activity; and severely affects State, local, and private sector capabilities to begin and sustain response activities.
Checklist	Written (or computerized) enumeration of actions to be taken by an individual or department meant to aid memory rather than provide detailed instruction.
Chief	The ICS title for individuals responsible for one of the functional Sections: Operations, Planning, Logistics, or Finance/Administration.

Command	The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. The term may also refer to the Incident Commander.
Comprehensive Emergency Management Plan (CEMP)	Plan that provides an all-hazards approach to the management of disasters or emergency situations. A CEMP contains policies, authorities, concept of operations, legal constraints, responsibilities, and emergency functions to be performed. Agency and departmental response plans, responder Standard Operating Procedures (SOPs), and specific incident action plans are developed from this strategic document.
Consequence Management	Measures to protect public health and safety; restore essential services; and provide emergency relief to business and individuals affected by the consequences of a crisis, such as an act of terrorism.
Continuity of Operations Plan (COOP)	A plan that documents the internal procedures of an agency or other entity, public or private, to assure continuance of its minimum essential functions across a wide range of potential emergencies, to include localized acts of nature, accidents, technological and/or attack-related emergencies.
Credentialing [Broward County]	The process where an individual who is recommended to work in the Broward County Emergency Operations Center (EOC) meets the requirements in the Credentialing Policy to work in the EOC.
Crisis Management	Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a crisis or an act of terrorism.
Damage Assessment	The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a human-generated or natural disaster.
Debris	Scattered items and materials broken, destroyed, or displaced by a natural or human-generated disaster. Examples include trees and other vegetative material, construction and demolition material, and personal property.

Debris Clearance	Clearing the major road arteries by pushing debris to the roadside to accommodate emergency traffic.
Debris Removal	Picking up debris and taking it to a temporary storage site or permanent landfill.
Declaration	The formal action by the President to make a State eligible for major disaster or emergency assistance under the Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288, as amended.
Decontamination	A physical and/or chemical process to minimize the spread of contaminants. Such contaminants may be associated with persons, animals, equipment, land, structures, or commodities.
Demobilization	The process of standing down essential staff from a response status and releasing and returning of resources that are no longer required for the support of the incident/event.
Demobilization Unit	Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.
Department of Homeland Security (DHS)	A Federal agency, of which FEMA is a part that is charged with ensuring the safety of the United States and its population. DHS is a cabinet level agency of the U.S. Government. The Secretary of DHS is in the top tier of the several members of the President's cabinet, along with the Secretary of State, the Secretary of the Treasury, the Secretary of Defense, and the Attorney General.
Destroyed	A classification for an item or building that is a total loss or is damaged to the extent that it is not usable and not economically repairable. Used by FEMA in damage assessments.
Director	The ICS title for individuals responsible for supervision of a Branch.

Disaster	Any occurrence of widespread or severe damage, injury, or loss of life or property resulting from a natural, technological, or manmade incident, including but not limited to earthquake, explosion, fire, flood, high water, hostile actions, hurricanes, landslide, mudslide, storms, tidal wave, tornado, wind-driven water, or other disasters. An event in which a community or organization undergoes severe danger and incurs, or is threatened to incur, such losses to persons and/or property that the resources available are exceeded.
Disaster Behavioral Health	Mental health services that take into consideration the unique aspects of trauma by natural or human-caused disaster. Outreach is often necessary to deliver services to those who are in need. Communities affected by presidentially declared disasters may receive immediate, short-term crisis counseling, as well as ongoing support for emotional recovery.
Documentation Unit	Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.
EM Constellation	A web-based application hosted by the Florida Department of Emergency Management (FDEM) which is the primary platform for implementing resource requests between the State and local jurisdictions.
Emergency	An unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Examples of an emergency may include fires; explosions; chemical, biological, environmental, and radiation incidents; bomb threats; civil disturbances; medical emergencies; natural disasters; structural failures; and accidental or human-generated disasters. Any aircraft crash, hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe which requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster.

Emergency Management	The preparation for and carrying out of all emergency functions, other than military functions, to minimize injury and to repair damage resulting from disasters caused by fire, flood, storm, earthquake, or other natural causes, or by technological events, or by enemy attack, sabotage, or other hostile action, and to provide support for rescue operations for persons and property in distress and for humanitarian aid. Emergency management includes mitigation against, preparedness for, response to, and recovery from disasters or emergencies.
Emergency Operations Center (EOC)	A pre-defined physical location from which management officials exercise direction and control in an emergency or disaster. It is equipped and staffed to provide support in coordinating and guiding emergency/disaster operations. EOCs are activated on an as-needed basis. Can be internal or external to a facility, with a secondary site defined in case the primary site is rendered unusable.
Emergency Response Team Advance Element	For Federal disaster response and recovery activities under the Stafford Act, the portion of the ERT that is first deployed to the field to respond to a disaster incident. The ERT-A is the nucleus of the full ERT.
Emergency Response Team (ERT)	An interagency team, consisting of the lead representative from each Federal department or agency assigned primary responsibility for an ESF and key members of the FCO's staff, formed to assist the FCO in carrying out their coordination responsibilities. The ERT may be expanded by the FCO to include designated representatives of other Federal departments and agencies as needed. The ERT usually consists of regional-level staff.
Emergency, State of	A condition during which special precautions/actions will be necessary to adequately safeguard property and the health and lives of people within a community or organization.
Evacuation	Organized, phased, and supervised dispersal or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas.
Evacuees	All persons removed or moving from areas threatened or struck by a disaster.

Exercise	A simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of an emergency plan such as the CEMP.
Facility	Any publicly or privately owned building, works, system, or equipment, built or manufactured, or an improved and maintained natural feature. Land used for agricultural purposes is not a facility.
Federal Emergency Management Agency (FEMA)	FEMA plays a multi-faceted central role in the national disaster program in terms of preparedness, response, recovery and mitigation by federal, state, and local governments, commerce and industry, individuals and families, and non-governmental organizations. FEMA leads the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the Citizen Corps, the National Flood Insurance Program and the U.S. Fire Administration. FEMA is a part of the Directorate of Emergency Preparedness and Response (EPR, q.v.) which, in turn, is a major component of the Department of Homeland Security (DHS, q.v.).
Finance/Administration Section	The Section responsible for all incident costs, financial considerations and employee welfare. Includes the Cost Unit, Compensation/Claims Unit, Time Unit, and Employee Welfare Unit.
Flood	A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.
Floodplain	A land area that is susceptible to being inundated by water from any source.
Floodplain Management	The operation of a program of corrective and preventative measures for reducing flood damage, including, but not limited to, emergency preparedness plans, flood control works, and floodplain management regulations.

Full-scale Exercises	Exercises that are very time-consuming and are multi-agency, multi-jurisdictional in which all resources are deployed. This type of exercise is designed to test collaboration among agencies, BC Alert, communication systems, and emergency equipment. An Incident Command Post is established by law enforcement or fire services, the ICS is activated, and EOC is instituted.
General Population Shelter	Any private or public facility that provides contingency congregate refuge to evacuees, but that day-to-day serves a non-refuge function. Examples include schools, stadiums, community centers, and churches. Also known as “Congregate” or “Mass Care” shelters.
Geographic Information System (GIS)	A computer-based system for capture, storage, retrieval, analysis and display of data that is linked to a location. GIS hardware and software provide the ability to analyze and present data in the form of maps and data reports. Specifically, GIS products support situation reporting, damage prediction, estimation and assessment, resource management, information exchange, situation analyses and operating center displays.
Global Positioning System (GPS)	GPS is a worldwide radio-navigation system formed from a constellation of 24 satellites and their ground stations. The satellites are reference points to calculate positions accurate to a matter of meters. By using advanced forms of GPS, measurements are better than a centimeter. In effect, each square meter on the planet has a unique address.
Hazard	A situation or condition that presents the potential for causing damage to life, property, and/or the environment. An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss. May be biological, chemical, or physical agents capable of causing adverse health effects or property damage given a particular environment or location.
Hazard Mitigation	Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

Hazard Vulnerability Analysis (HVA)	A structured approach to assist in evaluating potentially adverse events or conditions that could disrupt an organization's operation. Identify, evaluate, and prioritize events that could significantly affect the need for the facility's services or its ability to provide those services. Each potential event is evaluated in each of three categories: probability (of occurrence), risk (severity/impact), and preparedness; and assigned a numerical score that rank orders events needing organization focus and resources for emergency planning.
Hazardous Material (HAZMAT)	Material and products from institutional, commercial, recreational, industrial and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: 1) toxic, 2) flammable, 3) corrosive; and/or 4) reactive, and requires special care in handling because of the hazards posed to public health, safety, and/or the environment.
Homeland Security	The prevention of terrorist acts, the reduction in the consequences of those events on people and property, and the response and recovery from those terrorist events.
Homeland Security Advisory System	HSAS is a five-level, color-coded alert warning system based on classified intelligence indicators for national use to announce the risk of terrorist attack. Local, state, and federal authorities take preplanned actions, at some expense, for each threat alert condition with a major focus on critical infrastructure protection.
Hurricane	A tropical cyclone in which the maximum sustained surface wind (using the U.S. 1-minute average) is 64 kt (74 mph) or more. The term "hurricane" is used for Northern Hemisphere tropical cyclones east of the International Dateline to the Greenwich Meridian. The term "typhoon" is used for Pacific tropical cyclones north of the Equator west of the International Dateline.
Hurricane Advisory	Official information issued by tropical cyclone warning centers describing all tropical cyclone watches and warnings in effect along with details concerning tropical cyclone locations, intensity and movement, and precautions that should be taken. Advisories are also issued to describe: (a) tropical cyclones prior to issuance of watches and warnings and (b) subtropical cyclones.

Hurricane Warning	Warnings where sustained winds of 64 kts (i.e., 74 mph) or higher associated with a hurricane are expected in a specified coastal area in 24 hours or less. A hurricane warning can remain in effect when dangerously high water or a combination of dangerously high water and exceptionally high waves continue, even though winds may be less than hurricane force.
Hurricane Watch	An announcement for specific coastal areas that hurricane conditions are possible within 36 hours.
Incident	A definite and separate occurrence. Usually a minor event or condition that is a result of a human error, technical failure, or environmental condition. An incident or event typically interrupts normal activities. Note incidents may or may not lead to accidents, events, or disasters.
Incident Action Plan (IAP)	An oral or written plan containing general objective and reflecting the overall strategy for managing an incident. It should generally include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
Incident Command System (ICS)	A standardized 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 and action plan, designed to aid in the management of resources and personnel during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize incident management operations.
Incident Commander (IC)	Under the Incident Command System (ICS), the person assigned to have overall charge of the response to an incident.

Incident Objectives	Statements of guidance and direction necessary for selecting appropriate strategy(s) 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.
Initial Damage Assessment (IDA)	A rapid survey performed immediately post-impact, usually by first-responders, to determine the impact and magnitude of damage caused by the disaster and the resulting <i>initial</i> needs of the community. The IDA is typically a mere estimate – its purpose is to quickly identify needed resources and mobilize them, as well as to assess the magnitude of the disaster to <u>consider</u> pursuit of a declaration. A more comprehensive assessment, the Preliminary Damage Assessment, will follow.
Insurance	The spread or transfer the risk of accidental loss of a single entity over a larger group of participating insured members.
Interoperability	The ability of systems, units, or agencies to provide services to and accept services from other systems, units, or agencies and to use the services so exchanged to enable them to work effectively together.
Inventory Control	The inventory control function manages the inventory, which includes: tracking all receipts; apportioning supplies; processing requests from Points of Distribution and other entities; creating issue documents for transferring materiel from Logistics Staging Areas, and County Staging Areas to Points of Distribution; recording the locations to which all material, equipment and cargo containers are transferred; monitoring stock levels and working to replenish material and recover unused assets.
Joint Information Center (JIC)	A center established to coordinate the public information activities in support of incident response and recovery activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the Joint Information Center.
Kickoff Meeting	The initial meeting between an applicant and the Public Assistance Coordinator. At this working session, the applicant turns in a list of damages and receives comprehensive information about the Public Assistance program and detailed guidance for their specific circumstances.

Kinds (of Resources)	Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers). <i>(Does not describe capability)</i> .
Leader	The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.
Liaison/ Liaison Officer	An agent or representative. Typically, an agency official sent to another agency to facilitate interagency communications and coordination. Liaison and Liaison Officer are sometimes used interchangeably. Under the National Incident Management System (NIMS) the term for the person on the Command Staff is Liaison Officer. For emergency exercises and in disasters, a number of liaisons from other agencies, commerce and industry, various non-governmental organizations, jurisdictions, and other parties should be assigned to (or seated or present) and in direct communication with EOCs to meet the need for linkages for effective strategy and use of resources in an incident.
Logistics	(1) Providing resources and other services to support incident management. (2) The procurement, maintenance, distribution, and transportation of material, facilities, services, and personnel.
Logistics Section	The Section responsible for providing facilities, services, and materials for the incident.
Logistics Staging Area (LSA)	A site pre-identified by the State as being capable of receiving emergency resources within 24 hours of activation. From there, commodities are further broken down and/ redirected to specific County Staging Area or local Points of Distribution. There is no issue or distribution to the public at the Logistic Staging Area.
Major Damage	This term is used by the Federal Emergency Management Agency (FEMA) to categorize an item or a building that has been damaged to the extent that it is no longer usable and may be returned to service only with extensive repairs.

Major Disaster	As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
Mass Care	The actions that are taken to protect evacuees and disaster survivors from the effects of the disaster and to provide basic human services post-event. Activities include providing temporary shelter, basic medical care, clothing, mass feeding operations, facilitating bulk distribution of emergency items to sheltered and unsheltered persons typically in congregate areas, collecting and providing information on survivors to family members, temporary housing, emotional support, mental health, and other basic necessities.
Media	Any individual related to a public communications resource such as newspaper, radio, magazine, or television and having an official identification as such.
Memorandum of Understanding (MOU)	A written understanding between two or more entities obligating assistance during a disaster.
Mission	Any task, objective or purpose assigned to a position or group (e.g., unit) requiring some degree of action or outcome. Missions are goal-oriented and are assigned to specific units. Missions are formal “assignments” and therefore, require follow-up and tracking.
Mission Assignment	Work order issued by FEMA Operations to a Federal agency directing completion of a specific task, and citing funding, other managerial controls, and guidance.

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.
Mobilization	The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
Mortality	Relative incidence of death within a particular group categorized according to age or some other factor such as occupation.
Mutual Aid	As between two or more entities, public and/or private, the pre-arranged rendering of services in terms of human and materiel resources when essential resources of one party are not adequate to meet the needs of a disaster or other emergency.
Mutual Aid Agreement (MAA)	A written agreement between agencies and/or jurisdictions that they will assist one another on request in conjunction with a disaster, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Disaster Medical System (NDMS)

NDMS is a cooperative asset-sharing program among federal government agencies, state and local governments, and private businesses and civilian volunteers to ensure resources are available to provide medical services following a disaster that overwhelms local health care resources. NDMS is a federally coordinated system that augments the nation's emergency medical response capability. The overall purpose of NDMS is to establish a single, integrated national medical response capability for assisting state and local authorities in dealing with the medical and health effects of major peacetime disasters and providing support to the military and Veterans Health Administration medical systems in caring for casualties evacuated back to the U.S. from overseas armed conflicts. NDMS has responsibility to manage and coordinate the federal medical response to major emergencies and federally declared disasters including natural disasters, technological disasters, major transportation accidents, and acts of terrorism including weapons of mass destruction events. Working in partnership with the Departments of Health and Human Services (HHS), Defense (DoD), and Veterans Affairs (VA), NDMS serves as the lead federal agency for medical response under the National Response Framework (NRF). NDMS is a section within the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Response Division, and Operations Branch.

National Hurricane Center (NHC)

The office of the National Weather Service (NWS) in Miami that is responsible for tracking and forecasting tropical cyclones.

<http://www.nhc.noaa.gov/>

National Incident Management System (NIMS)

As the operational arm of the National Response Framework (NRF), NIMS provides a consistent nationwide approach for governments at all levels, tribal nations, commerce and industry, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from, and mitigate the effects of domestic incidents regardless of cause, size, or complexity. To provide for interoperability and compatibility among governmental and private sector capabilities, NIMS includes: a core set of concepts, principles, terminology, and technologies covering the incident command system (ICS); multi-agency coordination systems (MACS); unified command; training; identification and management of resources (including systems for classifying types of resources); personnel qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework (NRF)

Federal plan promulgated by the Department of Homeland Security (DHS) that presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. The *Framework* defines the key principles, roles, and structures that organize the way the nation responds. It describes how communities, tribes, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. The *National Response Framework* is always in effect, and elements can be implemented at any level at any time.

Needs Assessment

Information gathered to evaluate the needs of both disaster victims and responders for necessities, such as food, water, ice, etc. Information includes items such as number of homes damaged or destroyed, number of individuals left homeless, power outages, businesses (such as grocery stores) damaged or destroyed, etc.

NFPA 1600	NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs. NFPA 1600 is approved as an American National Standard and is promulgated by the National Fire Protection Association. The NFPA 1600 standard establishes a common set of criteria for disaster management, emergency management and business continuity programs in the public and private sectors. In addition, it identifies methodologies for exercising plans related to those programs and provides a listing of resource organizations within the fields of disaster recovery, emergency management and business continuity planning. It lays out the basic principles to assess, develop, implement, and maintain such programs. The adoption of this or any other NFPA standard is voluntary; however, NFPA standards are generally accepted as industry standards. All NFPA codes and standards are developed through a consensus process accredited by ANSI, a private, nonprofit organization that administers and coordinates the U.S. voluntary standardization and conformity assessment system.
Non-Affiliated Volunteers	Volunteers who wish to volunteer or assist in the disaster area but have not pre-registered with a particular agency.
Operational Period	The time scheduled for execution of a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.
Operations Section	The Section responsible for all tactical operational support and coordination. The section includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, and Single Resources.
Organization Chart	A diagram representative of the hierarchy of an organization's personnel; also known as a Table of Organization (TO).
Out-of-Service Resources	Resources assigned to an incident, but unable to respond for mechanical, rest, or personnel reasons.
Permanent Work	That work that must be performed through repairs or replacement to restore an eligible facility on the basis of its pre-disaster design, use, and current applicable standards. (Category C-G)
Personal Protective Equipment (PPE)	Equipment to protect a person working in a hazardous environment.

Planning Meeting	A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.
Planning Section	ICS section responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted situation. The section includes the Situation, Documentation, Demobilization Units, as well as the Technical Services Branch and Technical Specialists.
Preliminary Damage Assessment (PDA)	A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected is used by the State as a basis for the Governor's request for a Presidential declaration, and by FEMA to document the recommendation made to the President in response to the Governor's request. PDAs are made by at least one State and one Federal representative. A local Tribal representative familiar with the extent and location of damage in the community often participates; other State and Federal agencies and voluntary relief organizations also may be asked to participate, as needed.
Prevention	To avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice; includes, but is not limited to mitigation measures; one of four national mission areas that must be achieved through the emergency preparedness planning initiatives.

Preparedness	Actions that involve a combination of planning, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.
Procurement /Supply Unit	Functional Unit within the Resource Support Branch that is responsible for resource acquisition and vendor contracts.
Project	A logical method of performing work required as a result of the declared event. More than one damage site may be included in a project.
Project Formulation	The process of documenting the damage to the facility, identifying the eligible scope of work and estimating the costs associated with that scope of work for each of the applicant's projects. Project formulation allows applicants to administratively consolidate multiple work items into single projects in order to expedite approval and funding, and to facilitate project management.
Project Officer (PO)	An emergency management official who is knowledgeable about Public Assistance (PA) eligibility and Special Considerations and will take the lead in working with the applicant to develop scopes of work and cost estimates for large projects. The PO is responsible for identifying the need for Specialists and working with the Public Assistance Coordinator (PAC) to ensure appropriate personnel are assigned to assist in large project development.
Project Worksheet (PW)	The form used to document the scope of work and cost estimate for a project. This form supplies FEMA with the information necessary to approve the scope of work and itemized cost estimate prior to funding. Each project must be documented on a separate Project Worksheet. The approved Project Worksheet will then be the basis for funding under the Public Assistance Program.
Protect	To shield from danger, injury, destruction, or damage; one of four national mission areas that must be achieved through the emergency preparedness planning initiatives.

Public Assistance (PA)	<p>FEMA’s Public Assistance (PA) Grant Program provides assistance to State, Tribal and local governments, and certain types of Private Nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.</p> <p>Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for debris removal; emergency protective measures; and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.</p>
Public Assistance Coordinator (PAC)	<p>A FEMA customer service representative assigned to work with an applicant from declaration to funding approval. The PAC is trained in public assistance policies and procedures and will guide the applicant through the steps necessary to receive funding. This individual is the manager of the Case Management File (CMF) that contains the applicant's general claim information as well as records of meetings, conversations, phone messages and any special issues or concerns that may affect funding.</p>
Public Information Officer (PIO)	<p>A Federal, State, local government, or Tribal official responsible for preparing and coordinating the dissemination of emergency public information.</p>
Public Safety Answering Point (PSAP)	<p>An agency in the United States, typically county or city controlled, responsible for answering 9-1-1 calls for emergency assistance from police, fire, and ambulance services.</p>
Quarantine	<p>The separation and the restriction of movement of persons as yet not ill who have been exposed to an infectious agent and may become ill or infectious. Quarantine can occur in the home or other designated facility.</p>

Radio Amateur Civil Emergency Service (RACES)	A volunteer organization of amateur radio operators licensed by the Federal Communications Commission (FCC). Established to provide auxiliary emergency communications on behalf of local, state or federal government, under authority granted in 47 CFR, Part 97, subpart E. RACES is sponsored by the Federal Emergency Management Agency (FEMA) and is administered by state emergency management agencies. For information about RACES see FEMA Civil Preparedness Guide CPG-1-15. Also see Salvation Army Team Emergency Radio Network (SATERN) and Amateur Radio Emergency Service (ARES).
Radiological Emergency Preparedness (REP)	REP is a program of the Federal Emergency Management Agency (FEMA) for public health and safety around nuclear power plants in the event of a nuclear power plant incident, and for public information and education about radiological emergency preparedness. The REP program covers only "off-site" activities, that is State and local government emergency preparedness that takes place outside the nuclear power plant boundaries. On-site activities are the duty of the Nuclear Regulatory Commission (NRC). The Office of National Preparedness (ONP, q.v.) is FEMA's administrative entity.
Recovery	The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstitute these systems to a new condition that is less vulnerable.
Redeploy	The shifting of staff from one position to another to better accommodate organizational needs.
Regional Domestic Security Task Force (RDSTF) [Florida]	Groups formed by the Governor of the State of Florida to strengthen domestic security prevention, preparedness, protection, response and recovery capabilities through interdisciplinary and interagency consensus and commitment to build and rely on a strong regional mutual aid response capability. There are seven RDSTFs in the state of Florida.
Regional Public Safety Partnership	A partnership to advance the practice of community policing as an effective strategy in communities' efforts to improve public safety.
Request for Public Assistance (Request)	The official notification of intent to apply for public assistance monies following a declaration of a disaster. It is a short form that asks for general identifying information about an applicant.

Resource Management	Those actions taken at the Emergency Operations Center (EOC) to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.
Resources	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
Resource Request Process	The process for requesting resources - whether human or material, consumable or non-consumable – during an activation of the Broward College Emergency Operations Center(s).
Response	Emergency response activities are conducted during the time period that begins with the detection of the event and ends with the stabilization of the situation following impact. These efforts work to minimize the risks created in an emergency by protecting the people, the environment, and property, and also work to return the scene to normal pre-emergency conditions. Activities typically also include the reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required. In addition to addressing matters of life safety, response also addresses the policies, procedures, and actions to be followed in the event of an emergency.
Restoration	Process of planning for and/or implementing procedures for the repair and/or relocation of facilities and contents, and returning to normal operations at a permanent operational location.
Saffir-Simpson Hurricane Damage Potential Scale	A scale that measures hurricane intensity, developed by Herbert Saffir and Robert Simpson. The Scale is a 1-5 rating based on the hurricane's present intensity. This is used to give an estimate of the potential property damage and flooding expected along the coast from a hurricane landfall. Wind speed is the determining factor in the scale, as storm surge values are highly dependent on the slope of the continental shelf and the shape of the coastline, in the landfall region. Note that all winds are using the U.S. 1-minute average.

Section	The organizational level having responsibility for a major functional area of incident management, (e.g., Operations, Planning, Logistics, and Finance/Administration). The section is organizationally situated between the branch and the Incident Command.
Shelter in Place	(1) Making a shelter of the place you are in so as to prevent exposure, infection, or limit harm. (2) Selecting an interior room or rooms within your facility, or ones with no or few windows, and taking refuge there. In many cases, local authorities will issue advice to shelter-in-place via TV or radio.
Single Resource	An individual, piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used at an incident.
Situation Unit	Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. The Situation Unit reports to the Planning Section Chief.
Small Project	Eligible project, either emergency or permanent work, with a minimum damage dollar value (set each year by FEMA).
Social Distancing/Isolation	The separation or isolation of an individual(s) from other members of society. See also quarantine.
Span of Control	The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7).
Special Considerations	Factors that must be addressed before federal grant money can be obligated to repair or restore damaged facilities. These factors include, but are not limited to, general and flood insurance, historic preservation, environmental protection, and hazard mitigation.

Special Medical Needs	A person with special medical needs is someone with a minor to moderate [non-complicated] debilitating or chronic, yet stable health/medical condition(s), physical impairment, mental impairment, cognitive impairment, who under normal conditions can live and function relatively independently (i.e., at home with/without the assistance of a caregiver, community resources, etc.). During periods of emergency, evacuation, or disaster, however, this individual requires evacuation, mass care, or special medical sheltering assistance due to the loss of one or more required resources.
Specialist	An emergency management employee with demonstrated technical expertise in a defined specialty.
Stafford Act	The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. Provides authority for response and recovery assistance under the National Response Framework, which empowers the President to direct any federal agency to utilize its authorities and resources in support of State and local assistance efforts.
Staging Area	A temporary site, often outside of but proximate to a disaster area, for the gathering, assembly and subsequent dispatch and movement of essential human and/or material resources to specific operational functions and arenas. In a particular disaster there may be many staging areas, each serving special needs. Preferred sites have well-functioning transportation and communication facilities as well as nearby accommodations for site staffs. Sometimes known as Logistical Staging Area (LSA).
State	When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

State Emergency Response Team (SERT)

Pursuant to Section 252.365, Florida Statutes, the State Emergency Response Team (SERT) is established as an advisory body to coordinate with the Florida Division of Emergency Management. Emergency management functions to prepare for, respond to, recover from, and mitigate the impact of a variety of hazards that could impact the State of Florida. The SERT advises specifically on such issues as policies, plans, procedures, training, exercises, and public education. SERT is comprised of Emergency Coordination Officers who are selected by the agency head of the agency they represent. Each Emergency Coordination Officer serves in a primary or support role in a designated Emergency Support Function. Furthermore, as a part of the SERT, they serve as an integral part of emergency operations in other capacities, i.e., as members of the Rapid Impact Assessment Teams (RIAT), Advance Teams and as part of a Joint Field Office (JFO). Thus, the Emergency Coordination Officers, as a part of the SERT, serve in an operational and advisory capacity by developing recommendations and implementing actions for improving the State's emergency management program.

Statewide Mutual Aid Agreement

A document, that when executed, provides political subdivisions of the State of Florida who become a party to the agreement are authorized under Chapter 252, Florida Statutes, to request, offer or provide assistance to any other signatory to the agreement if authorized by the State Emergency Response Commission (SERC).

Storm Action Lead Time (SALT)

A computer program that outputs a schedule of operational tasks and assigns them a lead-time based on the intensity of the storm and the estimated arrival of tropical storm force winds.

Storm Surge

The high and forceful dome of wind-driven rising tidal waters sweeping along the coastline accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface and the level that would have occurred in the absence of the cyclone. Storm surge is usually estimated by subtracting the normal or astronomic high tide from the observed storm tide, and in South Florida, can be as much as 25 feet.

Strategic National Stockpile (SNS)	SNS is a medical prophylaxis for a biological incident. It is a function of the Centers for Disease Control and Prevention (CDC). CDC manages strategically located "push packages" ready for immediate deployment to ensure availability of life-saving pharmaceuticals, antidotes and other medical supplies and equipment necessary to counter the effects of nerve agents, biological pathogens and chemical agents. Additional lots of pharmaceuticals and caches of medical material are maintained by manufacturers under contract. A CDC team of technical advisors, known as a Technical Advisory Response Unit (TARU), deploys at the same time as the first shipment.
Strategy	The general direction selected to accomplish incident objectives set by the Incident Commander.
Strike Team	A specified combination of the same kind and type of resources with common communications and under a single Leader.
Support Resources	Non-tactical resources under the supervision of the Logistics, Planning, or Finance/Administration Sections, or the Command Staff.
Tabletop Exercise	Simulation of an emergency situation in an informal, stress-free environment. The participants usually consists of individuals at the decision-making level. Designed to act as an environment to discuss general problems and procedures in the context of an emergency scenario. The focus is on training and familiarization with roles, procedures, or responsibilities.
Tactics	Deploying and directing resources on an incident to accomplish incident strategy and objectives.
Team	A team of individuals, equipment and its personnel complement, or a crew with an identified work Supervisor that can be used on an incident.
Technical Specialists	Personnel with special skills that are normally assigned to the Planning Section but can be used anywhere within the ICS organization.

Terrorism	The use of – or threatened use of – criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").
Tornado	A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.
Tropical Cyclone	A warm-core non-frontal synoptic-scale cyclone, originating over tropical or subtropical waters, with organized deep convection and a closed surface wind circulation about a well-defined center. Once formed, a tropical cyclone is maintained by the extraction of heat energy from the ocean at high temperature and heat export at the low temperatures of the upper troposphere. In this they differ from extra-tropical cyclones, which derive their energy from horizontal temperature contrasts in the atmosphere (barometric effects).
Tropical Depression	A tropical cyclone in which the maximum sustained surface wind speed (using the U.S. 1-minute average) is 33 kt (38 mph) or less.
Tropical Storm	A tropical cyclone in which the maximum sustained surface wind speed (using the U.S. 1-minute average) ranges from 34 kt (39 mph) to 63 kt (73 mph).
Tropical Wave	A trough or cyclonic curvature maximum in the trade-wind easterlies. The wave may reach maximum amplitude in the lower middle troposphere. It tends to organize low level circulation and may travel thousands of miles with little change in shape, sometimes producing significant shower and thundershower activity along its path.
Type (of Resources)	A classification of resources in the Incident Command System that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of Incident Management Teams, experience and qualifications.

Unified Command	An application of the Incident Command System (ICS) used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together at a single Incident Command Post (ICP) through their designated member of the Unified Command, often a senior person from agencies and/or discipline, to establish a common set of objectives and strategies, and a single Incident Action Plan.
Urban Area Security Initiative (UASI)	UASI is a grant program administered by the Office for Domestic Preparedness (ODP) in the Department of Homeland Security (DHS). UASI funding enhances the effectiveness of first responders to emergencies and public-safety officials in eight focal areas from terrorism prevention and decision-making to infrastructure and communication. A key factor is regional cooperation through forming partnerships at the local level.
Validation	The pre-funding verification that proposed or completed work projects meet statutory and regulatory compliance.
Volunteer	For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.
Vulnerability	Susceptibility to a physical injury or attack. “Vulnerability” refers to the susceptibility to hazards.
Vulnerability Analysis	A determination of possible hazards that may cause harm. Should be a systematic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, security, and safety systems at a particular facility.
Weapons of Mass Destruction (WMD)	Any device, material, or substance used in a manner, in a quantity and type, or under circumstances evidencing intent to cause death or serious injury to persons or significant damage to property. Stated in Federal Emergency Management Agency (FEMA) Strategic Plan. There are five classes of WMD’s defined in the Biological Weapons and Terrorism Act: biological, nuclear, incendiary, chemical and explosive (B-NICE, q.v.).

WebEOC®

A web-enabled Crisis Information Management System (CIMS) developed by ESI Inc. which provides real-time information sharing to help managers make sound decisions quickly. The system integrates mission and resource tracking modules which are the primary applications for messaging, resource requests, and mission tracking within the Broward County EOC.

