

**New College of Florida
Comprehensive
Emergency
Management Plan
(CEMP)
2019**

Executive Summary

Comprehensive emergency management involves a cycle of phased, coordinated and mutually supporting activities conducted by the New College of Florida (NCF) Office of Emergency Management (OEM) before, during and after an emergency situation. The Comprehensive Emergency Management Plan (CEMP):

1. Defines the functional roles and responsibilities of each entity that partners in New College's disaster organization;
2. Provides a comprehensive approach to reducing the effects of disasters on its population and physical environment;
3. Provides guidance to New College officials on procedures, organization and responsibilities for an integrated and coordinated response;
4. Is in compliance with the criteria issued for CEMP revisions by the Florida Division of Emergency Management and;
5. Addresses National Incident Management System (NIMS) Compliance.

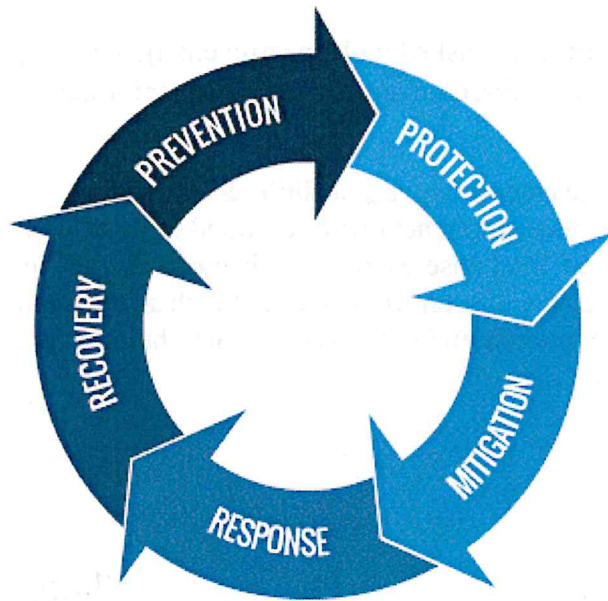
The CEMP is organized into a Basic Plan and complemented by hazard specific Emergency Operations Plans (EOPs) and the New College Continuity of Operations Plan (COOP).

1. **The Basic Plan** – provides an overall strategy. It outlines the general purpose, scope and methodology of the plan; coordination, control and organizational structure; concept of operations; and identifies responsibilities of agencies and resources mobilized by New College to respond in a disaster.
2. **Annex I – Natural Hazards EOP.** Result from acts of nature, such as hurricanes, earthquakes, tornadoes, animal disease outbreak, pandemics, or epidemics.
3. **Annex II – Technological Hazards EOP.** Result from accidents or the failures of systems and structures, such as hazardous materials spills or dam failures.
4. **Annex IV – Human Caused Threats EOP.** Result from the intentional actions of an adversary, such as a threatened or actual chemical attack, biological attack, or cyber incident.
5. **Annex V – New College COOP.** Provides a management framework, policies and objectives for the New College faculty, employees and students to ensure the continuity of New College essential services and/or critical operations during any emergency.
6. **Annex VI – Appendices.** Appendices provide additional information associated with the CEMP such as supporting procedures, mutual aid agreements, etc.

Each EOP is outlined to address the five mission areas of Emergency Management:

1. **Prevention.** Preparedness activities include utilizing lessons learned from previous disasters, obtaining information on threats, planning to prepare an organized response to emergencies, providing disaster preparedness training, conducting emergency drills and exercise to test plans, obtaining and maintaining emergency equipment and facilities, establishing interagency coordination agreements, and conducting public education outreach.

2. **Protection.** Focuses 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 surveillance; immunizations, isolation or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting or disrupting illegal activity and apprehending potential perpetrators.
3. **Mitigation.** New College's mitigation involves identifying preventative and/or corrective measures and initiatives to prevent or limit bodily injury, loss of life or property damage from hazards. It includes policy issues as well as infrastructure projects.
4. **Response.** Covers the capabilities necessary to stabilize an emergency once it has already happened or is certain to happen in an unpreventable way; establish a safe and secure environment; save lives and property; and facilitate the transition to recovery.
5. **Recovery.** Outlines specific tasks or functions that may be carried out after a disaster and details control, coordination, planning efforts, and policies designed to facilitate both immediate and long-term recovery after a disaster. Provides for the rapid and orderly start of rehabilitation and restoration anywhere on campus. Specific tasks may be augmented in EOPs or other operational plans utilized within New College.



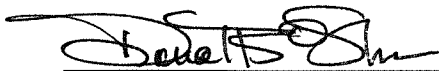
Letter of Promulgation

The CEMP is the designated emergency management program for New College of Florida with the authority, through its director, to implement the emergency management program on behalf of the College. The CEMP is an all hazards based, comprehensive program with a mission to prepare the College by enhancing partnerships and coordinating all activities necessary to build, sustain, and improve the College's ability to mitigate, protect, and prevent against; respond to; and recover from natural, technological, and human-caused threats and hazards.

Emergency Management programs are not only important when faced with an emergency or disaster. Mitigation, preparation, and planning efforts conducted every day have a direct and significant correlation to the efficiency and effectiveness of response, continuity and recovery operations. As part of this strategy, this CEMP:

1. Identifies authorities and assigns responsibilities for planning, response, and recovery activities;
2. Identifies the potential hazards that form the basis for planning;
3. Establishes the emergency management organizational structure that will manage the incident;
4. Identifies those departments tasked with specific emergency support responsibilities; and
5. Outlines the process of disseminating emergency information and instructions to the campus population.

Personnel assigned to specific emergency responsibilities must have a working knowledge of their responsibilities, functions, and required actions as outlined in this CEMP, Emergency Operations Plans (EOPs), and their Unit Response Plans, which includes policies and standard operating procedures. In addition, departments identified as tasked with an emergency support responsibility, participate in the planning process with OEM to ensure that their assigned responsibilities support implementation of this plan.



Donal O'Shea

President, New College of Florida

April 29, 2019

Date

Plan Development, Maintenance, and Department Concurrence


The New College OEM will conduct an annual review of the CEMP; however, minor changes may be made to the plan by the OEM throughout the year. All changes to the New College CEMP, both minor changes and updates made each year during the annual review, will be documented in the Record of Changes table that is included below. Updates, suggestions for improvement and other comments should be directed to the New College OEM.

This CEMP is considered a "living document". It is subject to continuous review and revision based on an ever-changing environment. For economic considerations, minor typographical errors that do not change the intent or threaten the life and safety of others will be corrected. With each use of this plan, either by exercise or incident, it shall be reviewed by members of the Executive Management Team, the Emergency Operations Team (EOT), Emergency Support Functions (ESFs), and public officials as a means for improvement and correction of actions.

This plan is a dynamic document that's ever-changing. A standard review process accompanied by rigorous testing and evaluation, will ensure that this plan does not become another "manual on the shelf."

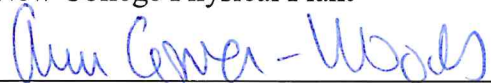
To effectively evaluate and validate this plan, it shall be exercised at least annually in lieu of actual response to real emergencies.

The following is a listing of the EOT and all offices/agencies with whom New College OEM has coordinated with for the publication of the CEMP:



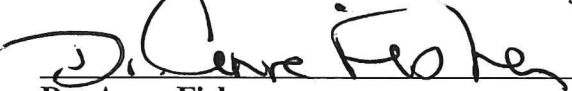
Alan Burr
New College Physical Plant

5-1-19
Date



Ann-Comer Woods
Office of Communications and Marketing

4/30/19
Date



Dr. Anne Fisher
Office of Counseling and Wellness

4/30/19
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Benjamin Foss
Office of Information Technology

4/30/19
Date



Jean Harris
New College Procurement Services

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Date

Julie Morris

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Dr. Mark Stier

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Dean of Student Affairs

Ronald Hambrick

Ronald Hambrick

Office of Environmental Health and Safety

4/30/19

Date

04/30/19

Date

4/29/2019

Date

4/29/2019

Date

45/1/19

Date

4/30/19

Date

Record of Changes

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Record of Distribution

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1. Introduction

The CEMP is the main operations document for New College in responding to all emergencies and catastrophic, major and minor disasters. The CEMP is compliant with the NIMS, and it incorporates the principles defined under the Incident Command System (ICS). The National Response Framework (NRF) details the operating principles and protocols for major disasters. NIMS and the NRF create a seamless national framework for domestic incident response by integrating the resources of jurisdictions, incident management, emergency response disciplines, non-governmental organizations (NGOs) and the private sector.

The CEMP requires annual exercises to determine the ability of New College officials to respond to emergencies within the campus. The CEMP describes the basic strategies, assumptions, operational objectives, and mechanisms through which the ICS structure and emergency responders will mobilize resources and conduct actions to support and guide New College efforts through Prevention, Protection, Mitigation, Response, and Recovery.

1.1. Purpose

This CEMP establishes New College of Florida's Emergency Management Program. It provides the foundation for the development of policies, procedures, and organizational structure for preparing for, responding to, recovering from, protecting, and mitigating against any wide variety of emergencies and disasters that could adversely affect the health, safety, and/or general welfare of its students, faculty, staff, and visitors. This plan also establishes New College's EOT; a collection of College officials and community partners with designated roles and responsibilities before, during, or after an on-campus emergency.

1.2. Scope

This Plan applies to all New College personnel, including its trustees, administrators, students, faculty, staff, contractual service providers, mutual aid providers, visitors and families. This Plan applies to all New College's related facilities and programs:

- 1.2.1. Bayfront Campus
- 1.2.2. Pei Campus
- 1.2.3. Caples Campus
- 1.2.4. Other College owned or leased facilities

1.3. Planning Assumptions

- 1.3.1. A disaster may occur with little or no warning, and may escalate rapidly.
- 1.3.2. Disasters differ in character by magnitude, severity, duration, onset, distribution, area affected, frequency, and probability, increasing the difficulty of plan development.

- 1.3.3. The CEMP serves as a practical guide with modifications made to meet the demand of each emergency. Because no plan can anticipate or predict every scenario, crisis management personnel must be able to quickly adapt to events as they unfold.
- 1.3.4. Effective disaster preparedness requires continual public awareness and education programs.
- 1.3.5. New College's hazard identification, vulnerability analysis, and risk assessment clearly identifies the potential for emergencies or disasters to occur, which will easily exceed the resources of the capabilities of the College to respond without external assistance.
- 1.3.6. New College is a public, state university, and considered by the State of Florida to be a state agency. As such, the College is considered to be a part of the State Emergency Response Team (SERT). It has direct access to the State Emergency Operations Center (SEOC) and its resources. However, as "all disasters are local," close coordination with local city and county jurisdictions is critical.
- 1.3.7. An emergency or disaster on campus is likely to call upon some College resources to perform roles and responsibilities that are different from their normal daily operations. Special planning, training, exercise, and equipment may be necessary to fulfil these non-traditional roles.
- 1.3.8. Some scenarios may disrupt the core educational and research missions of the College for an extended period of time.
- 1.3.9. Response costs and uninsured losses may likely exceed the College's budget and means to recuperate financially without outside aid.
- 1.3.10. The recovery of the surrounding community would be integral to New College's own recovery.

2. Authorities and References

2.1. Authorities:

- 2.1.1. Primary authority for the CEMP is derived from approval of the document by the Executive Management Team. The Executive Management Team is a Presidential-level committee with responsibility for establishing College procedures related to emergency management. A Letter of Promulgation is provided on Page iv.
- 2.1.2. Additional authority is contained in State University System of Florida Board of Governors Regulation 3.001 (BOG 3.001). The regulation requires each University to maintain an all-hazards based, comprehensive emergency management program to include preparing for, mitigating, responding to and recovering from emergencies.
 - 2.1.2.1. Section 1(b) of the policy requires development and maintenance of a CEMP.
- 2.1.3. The CEMP uses the foundation provided by the Homeland Security Presidential Directive (HSPD)-5, and the Robert T. Stafford Disaster Relief and Emergency

Assistance Act (Stafford Act) to describe a comprehensive, all-hazards approach to emergency management at New College.

- 2.1.4. The Plan also adheres to Public Law 106-390, the Disaster Mitigation Act of 2000, and Homeland Security Presidential Policy Directive (HSPD)-8: National Preparedness.
- 2.1.5. Additionally, the document was written in accordance with the safety and security requirements outlined in the Higher Education Opportunity Act of 2008.
- 2.1.6. This Plan also adheres to the National Preparedness Goal, which emphasizes preparedness as an overarching mission that guides the entire emergency management program by identifying five mission areas: prevention, protection, mitigation, response and recovery.
 - 2.1.6.1. Each mission area is supported by several Core Capabilities, which are critical elements needed to reach success in achieving preparedness on the national level.
- 2.1.7. The CEMP allows for coordination with local, state and federal government entities to move towards one goal of preparedness.
- 2.1.8. At the institutional level, New College will engage the whole College community to build and maintain a comprehensive culture of preparedness, using this CEMP as a guide.
- 2.1.9. The CEMP can be used in conjunction with other emergency operation plans including local, regional and state plans. Authorities with which the CEMP coordinates with include:
 - 2.1.9.1. Chapter 23, Florida Mutual Aid Act
 - 2.1.9.2. Chapter 252, Emergency Management
 - 2.1.9.3. Americans with Disabilities Act of 1990
 - 2.1.9.4. Disaster Mitigation Act of 2000
 - 2.1.9.5. Florida Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties
 - 2.1.9.6. Florida Board of Governors Regulation 3.001, Campus Emergency Management
 - 2.1.9.7. Florida Statewide Shelter Plan, 2014
 - 2.1.9.8. Florida Statute Chapter 1013, *Educational Facilities*
 - 2.1.9.9. Higher Education Opportunity Act of 2008
 - 2.1.9.10. Homeland Security Act of 2002
 - 2.1.9.11. Homeland Security Presidential Directive 5
 - 2.1.9.12. Presidential Policy Directive 8

- 2.1.9.13. Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC 1092(f))
- 2.1.9.14. Robert T. Stafford Disaster Relief and Emergency Assistance Act
- 2.1.9.15. Statewide Mutual Aid Agreement (SMAA)

2.2. References:

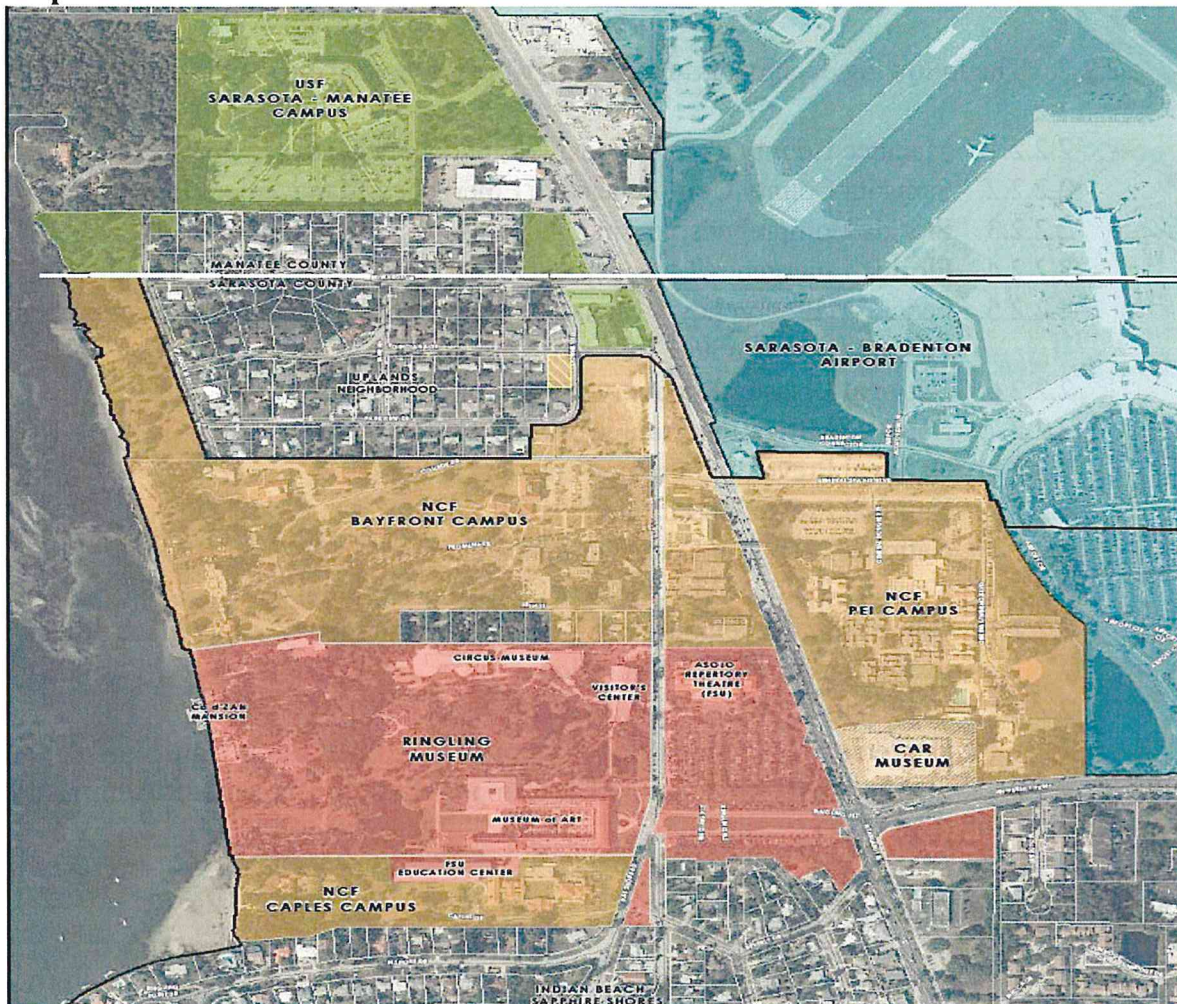
- 2.2.1. In drafting this document, the New College employed emergency planning guidance, best practices and regulations at the local, state and federal levels as well as higher education-specific sources.
- 2.2.2. The following documents and sources were referenced during the planning process:
 - 2.2.2.1. Manatee County Comprehensive Emergency Management Plan (CEMP)
 - 2.2.2.2. Sarasota County Comprehensive Emergency Management Plan (CEMP)
 - 2.2.2.3. Florida Comprehensive Emergency Management Plan (CEMP)
 - 2.2.2.4. Florida Emergency Management Capabilities Assessment Checklist
 - 2.2.2.5. Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 Version 2
 - 2.2.2.6. National Disaster Recovery Framework
 - 2.2.2.7. National Mitigation Framework, 2nd Edition
 - 2.2.2.8. National Prevention Framework, 2nd Edition
 - 2.2.2.9. National Protection Framework, 2nd Edition
 - 2.2.2.10. National Response Framework, 2nd Edition
 - 2.2.2.11. National Incident Management System, 3rd Edition
 - 2.2.2.12. Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
 - 2.2.2.13. University of Miami CEMP, 2014, version 2014.1
 - 2.2.2.14. University of South Florida System, 2017 CEMP Basic Plan
 - 2.2.2.15. International Association of Campus Law Enforcement Administrators (IACLEA)

3. New College of Florida Overview

New College is a public honors college for the liberal arts and sciences situated on a 110-acre campus in northern Sarasota County between Sarasota Bay and the Sarasota-Bradenton International Airport. Located 60 miles south of Tampa, New College is in the immediate vicinity of the University of South Florida Sarasota-Manatee, the Florida State University Ringling Center for the Cultural Arts and the Ringling School of Art and Design, along with the Car Museum and property owners. US 41 divides the campus along a northwest-southeast axis. The area west of US 41 is further divided by Bay Shore Road. The College is comprised of three campuses, known as Bayfront, Caples, and Pei. (See Map 1):

- Bayfront Campus: Located along the Sarasota Bay, it is where most administrative and classroom buildings are located, as well historical structures from the Charles Ringling Estate.
- Caples Campus: Is a separate and much smaller detached parcel just south of the Ringling Museum.
- Pei Campus: Located east of US41, adjacent to the Airport. Pei is the current center of residential activity for New College, and is the primary location of student residence halls.

Map 1.



The New College community is comprised of over 800 students, and more than 340 faculty and staff. While 84% of New College students are from Florida, it has students from 36 other states and a few international students. A wide range of activities occur in the nearly 51 buildings and residences of the three campus locations. The campus is also home to one childcare facility, as well as single-family homes, which serve as residence to the Dean of Students Affairs and the daycare center. Although New College has a well-spread campus, most personnel accumulations take place on Pei Campus where students' residences are located.

3.1. Threat and Hazard Identification and Risk Assessment (THIRA)

New College established the THIRA Workgroup—comprised of subject matter experts and key administrative components—with the purpose of identifying and scoring the potential threats and hazards that could affect the campus. After following the process described in the 2018 Homeland Security CPG 201, the New College’s THIRA Workgroup identified and scored the following:

- 3.1.1. **Active Shooter:** According to the Department of Homeland Security (DHS): “An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.” As of May, 2018, there have been 23 shootings on school grounds across the United States where someone was hurt or killed. Active shooter incidents in a higher education setting present unique challenges: a potentially large and diverse vulnerable population, individuals with disabilities, and individuals from diverse cultures. The physical environment presents challenges as well, with many large, open gathering spaces and multiple buildings on campus. Even though New College is normally a safe environment, active shooter events are typically unpredictable incidents, making it difficult to determine their probability and with a high impact estimate and medium response score, the risk factor of this type of incident in New College was determined to be at 48%.
- 3.1.2. **Airplane Crash:** The Sarasota-Bradenton International Airport (SRQ) is located to the northeast of New College and is adjacent to Pei Campus. The airport accommodates major commercial airlines and multiple aviation Fixed Based Operations (FBO). The airport has multiple runways that access air space over a wide portion of the campus. January 12, 2013. A Seawind 3000 aircraft went down on New College property near the Heiser Natural Science Complex (Image 1). The amphibian aircraft crashed shortly after takeoff, killing one person immediately and the second person died of their injuries soon after. Also, throughout the years, there have been multiple emergency landings and crashes on or near SRQ. Due to its history and proximity to SRQ, it is considered to have medium probability with a high impact estimate; the risk factor of this type of incident is 56%.

Image 1.



3.1.3. **Animal Disease Outbreak:** These are biological hazards associated with insect, animal, or pathogen that could pose a health threat and there is the possibility of an adverse effect to the general population through naturally occurring pathogens. There may be vulnerability to mosquito and other insect borne diseases. As of July 22, 2016, the Florida Department of Health had identified 321 Zika virus disease cases among Florida residents and visitors, including local transmissions cases in Miami during the 2016 outbreak. In addition, many cases originated from international travelers from other countries or territories with ongoing Zika virus transmissions. In addition, in 2018, the campus was impacted by the Red Tide along its shoreline, slightly affecting some people's respiratory system (Image 2). Scoring a risk factor of 33%, there is a medium possibility of these events taking place with an equal value of response and preparedness.

Image 2.

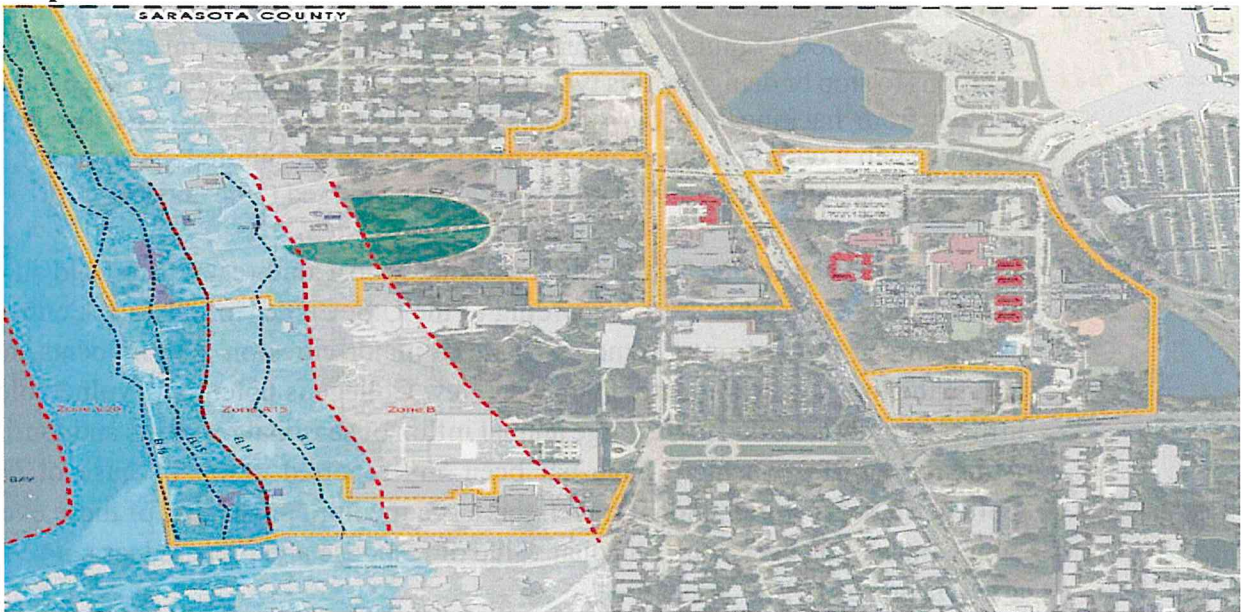


- 3.1.4. **Civil Disturbance:** As with many campuses around the country, New College is vulnerable to civil disturbances, creating a moderate possibility. New College has not documented recent cases of civil disturbance. In case of civil disturbance, CPD may coordinate with local, state, and federal law enforcement agencies to manage these types of events. In the event of demonstrations, Campus Police Department (CPD) may coordinate with staff, faculty, and students in an attempt to defuse the situation, if appropriate and applicable. It is the goal of New College to allow peaceful demonstrations while balancing the need for security and safety of the community. The risk level is 52%.
- 3.1.5. **Critical Infrastructure Disruption:** New College has several critical infrastructure systems and assets. The Information Technology (IT) is a major contributor to New College's operations and has equipment located in vulnerable locations. It does have the capability, however, to shift services throughout campus, as well as relocate operations to a remote location and function independently of New College's infrastructure if necessary. Also, New College operations is highly dependent on its chiller plant, which provides cold water for cooling key buildings throughout campus. Finally, New College's academic operations will be impacted if either the Academic Center and/or the Heiser Natural Science building become inoperable. The workgroup considered the probability moderate with a medium preparedness and response capability, providing a relative risk threat of 44%.
- 3.1.6. **Cyber Incidents:** New College's Information Technology (IT) have computer systems protected by multiple security layers and has personnel on staff that are in positions to stop or denigrate this type of incident. An ongoing effort to keep outside entities from hacking into the systems is a continuous process. Because it has become such a common threat and the overreliance on technology is so heavy, the probability is valued high, which the workgroup assessed to be at 67%.
- 3.1.7. **Disease and Pandemic Outbreaks:** Although most outbreaks take hold in the world's most vulnerable areas, according to the U.S. Center for Disease Control, a pathogen can travel from a remote village to major cities on all continents in 36 hours; the threat is now greater than ever. New College is potentially vulnerable to influenza outbreaks due to the large annual influx of seasonal residents and tourists. Although as of 2018 there have not been any reported cases, because of New College students' international travel, there is a medium possibility of these events taking place; however, with an equal value of response and preparedness, it scored a risk factor of 44%.
- 3.1.8. **Drought:** Droughts are weather events affecting the area with some degree of regularity. Prolonged dry periods have spurred wildfires, a reduction in the water table, rationing of water, and endangerment of wildlife. Although the region has recently experienced heatwaves, the impact on the College is considered to be low; therefore, scoring at a 37% risk.

3.1.9. **Earthquake:** The 1992 Florida Atlas reports that in 1905, an earthquake with its epicenter in west-central Manatee County was recorded. This earthquake registered 1, using the Modified Mercalli intensity scale (where 7 equates to maximum damage); little to no damage at the surface was reported. The latest earthquake happened on September 10, 2006 at 8:56 am approximately 251 miles WSW from Sarasota, Florida. The magnitude of the earthquake was 5.8 with no after effects. Because of the low probability and good external response, earthquakes are at 28% risk.

3.1.10. **Flooding:** Flooding may have a severe impact in certain areas of the campus. Due to its topography, portions of the West Campus, Caples Campus and Uplands property fall within Flood Zones A, B, and V. Zone A is subject to 100-year floods and Zone V is subject to 100-year floods and associated wave action. Portions of the West Campus fall within the Coastal High Hazard Area, which is defined as those areas seaward of the Coastal Construction Control Line and FEMA designated V-Zones. The zones identify the greatest threat at the western edge at the Sarasota Bayfront; this threat diminishes as ground elevations reach higher levels near US 41 (See Map 2). Because New College's gradual elevation, it only has a medium probability, but it also has a medium level of response and preparedness; a 52% risk factor was estimated.

Map 2.

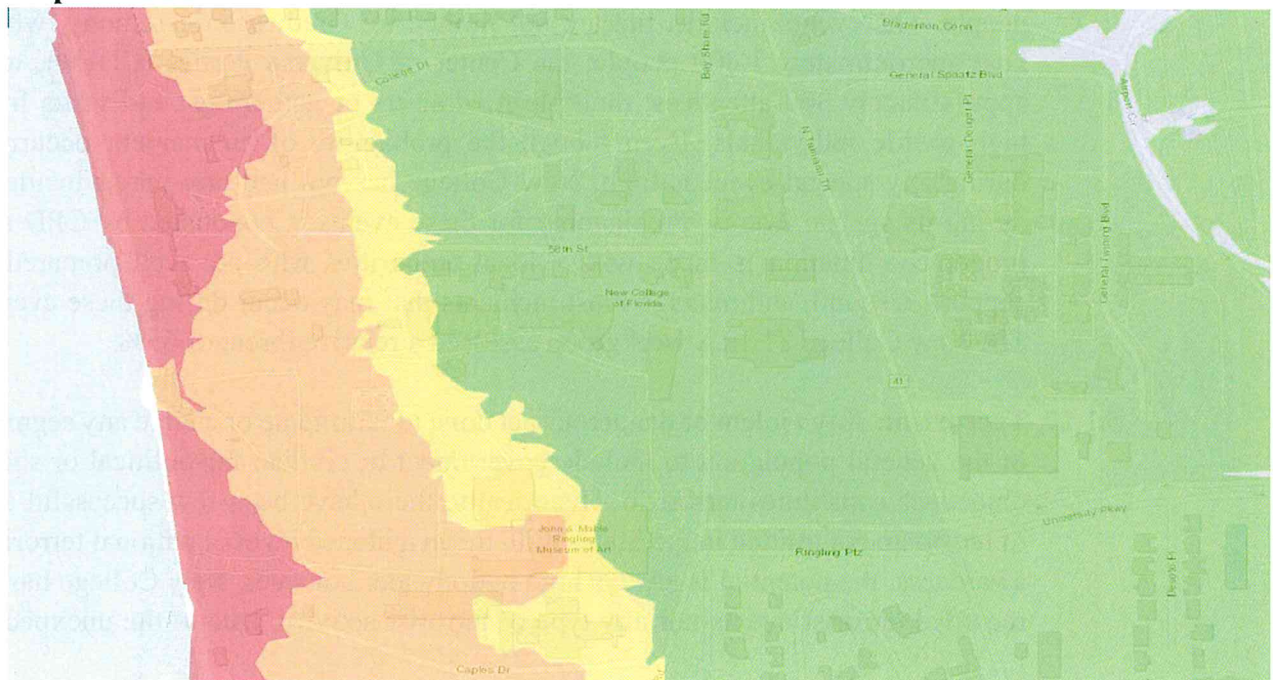


3.1.11. **Hazardous Material Spills:** New College maintains compliance with federal and state hazardous waste regulations through development of procedures, training, and understanding, for the need to protect the environment in which we live, work, and study. New College has sites where hazardous materials are stored, used for different purposes, and otherwise handled. Although every precaution is taken and all safety and reporting regulations followed, spills, seepage and leaks can still

occur because of human error or natural phenomena. Hazardous material releases pose short and long- term toxicological threats to humans, to terrestrial and aquatic plants and to wildlife. Toxic materials affect people through inhalation, ingestion and/or direct contact. The population directly impacted by a hazardous materials accident will be dependent upon the specific location of the accident and the climatic conditions at the time of the accident. Because New College does store hazardous materials and due to its proximity to SRQ airport and Highway US41, the probability for this type of incident is moderate, as well as the college's preparedness and response capabilities, which yield a 44% risk factor.

3.1.12. Hurricanes and Tropical Storms: Because New College is located in a subtropics coastline, it is particularly susceptible to hurricanes and tropical storms and their associated storm surge. Hurricane season is from June 1st through November 30th with much of the strongest hurricane activity in the Gulf during August and September. A storm threatening New College could trigger the issuance of an evacuation order due to the hazards related to these events. Primary hazards from these events include: tornadoes, storm surge, and fresh water flooding from heavy rainfall and extensive wind damage. New College has experienced several severe storms in the last twenty-nine (29) years and most recently Hurricane Irma in 2017, Hurricane Hermine and Tropical Storm Colin in 2016. The predictions for the next twenty-five (25) years are high for hurricane strikes against the peninsula of Florida and consequently heighten the probability of a hurricane in the area. Because of its favorable elevation, New College is located throughout the different Sarasota County Evacuation Levels (Map 3). Due to its geographical location, New College's probability is obviously high, and its current preparedness and response capabilities are still a work in progress, which yield a 72% risk factor.

Map 3.



- 3.1.13. **Power Failure:** There may be situations where Florida Power and Light (FP&L) power generating capability may not meet total demand during extreme weather conditions (heat or cold) or after a severe storm. The probability level is moderate because it is difficult to predict when a power outage may occur; however, a power failure is more likely to occur during an extreme weather event. Even though the THIRA workgroup considered internal preparedness and response to be high, New College is dependent of FP&L to respond to restore services, which produced a risk factor of 56%.
- 3.1.14. **Severe Thunderstorms:** Severe thunderstorms occur in all seasons of the year. Minor damage occurs from thunderstorms each year. Many of the storms are accompanied by high wind, hail, flooding and dangerous lightning. Florida is the nation's leader in lightning fatalities. The storms have the potential of causing power outages and destruction or damage to buildings and can result in loss of life. Locally, from 1966 to present, there have been 144 severe thunderstorms of 50-70 knots in, causing \$2.76 million in damage. Manatee County experienced a direct impact from Tropical Storm Emily in 2017, causing wind damage and a recorded tornado. The risk factor for severe thunderstorms was calculated at 61%.
- 3.1.15. **Sinkholes:** When sinkholes develop in densely populated areas or at critical facilities they can be disastrous and become as disruptive as to create a state of emergency. Within the 17 counties which comprise the Southwest Florida Water Management District (SFWMD), sinkholes develop more frequently north of Tampa Bay where the limestone base is closest to the land surface and the supporting sand and clay layers are thin. New College falls in the area identified as an area where sinkholes are a rare occurrence, which produced a risk score of 31%.
- 3.1.16. **Special Events:** New College holds numerous events that draw large crowds of people. The events include, but are not limited to: Graduation ceremony, which host approximately 1,000 people; the Center of Universe Parties (COUP), with approximately 300 attendees; multiple fundraisers or gatherings; and visits from high profile individuals. Even though the probability of an incident occurring during any special event is high, New College has not had any major incidents during its special events. Preplanning for these events is conducted by CPD and proper coordination is made with local authorities who are well prepared to support, respond, and manage most incidents that may occur during these events. The New College THIRA workgroup assessed a relative threat of 67%.
- 3.1.17. **Terrorism:** Any violent or dangerous act done to intimidate or coerce any segment of the general population to include government or civilian for political or social objectives constitutes terrorism. Historically, there have been few successful acts of terrorism committed in the State. With the heightened level of national terrorism awareness, the potential is always high nationwide; however, New College has no recorded terrorist events nor any type of terrorist activity. Due to the unexpected

nature of this threat, the high probability of taking place anywhere, and the specialized type of response required, the workgroup estimated this at a 53% risk.

- 3.1.18. **Tornadoes:** Tornadoes are characterized by violent and destructive winds as well as hail, flooding and lightning. Manatee County has recorded seventy-nine (79) tornadoes since 1966; the same for Sarasota, except from 1951. Many of the tornadoes were with tropical storms and hurricanes in addition to waterspouts moving onshore before dissipating a few hundred yards later. Most commonly, the least destructive tornadoes are warm weather tornadoes that occur between May and August; and cool season tornadoes are the most destructive, occurring between December and April. In 2017, Tropical Storm Emily produced a tornado that affected multiple properties in Northwest Manatee. With a high-risk probability and difficult to prepare for, the THIRA workgroup scored tornadoes the highest risk with a 78%.
- 3.1.19. **Tsunami:** Florida is not located along the convergent margins of the tectonic plates; there is no likelihood of an earthquake - generated tsunami. Although of low probability, a meteor strike in the Gulf of Mexico or a collapse of a section of the west Florida shelf off shore could cause a tsunami. Of perhaps equal concern would be the danger of a rogue wave. Rogue waves are sudden extreme waves with wave height well above the background waves. They generally occur in rough sea conditions. The workgroup determined a tsunami at a 33% risk.
- 3.1.20. **Urban Conflagration (an extensive fire that destroys a great deal of land or property):** New College has multiple buildings that are older construction; however, most are not in proximity to each other and have sufficient spacing between structures that inhibit the spread of fire. Nevertheless, the New College residential buildings are in proximity to each other and have areas of combustible material for conduction of fire. New College does not have its own fire department and depends solely on the local fire districts with Sarasota County Fire Department Station 4 being its primary response station. Station 4 is located two miles south of New College and has an approximate six-minute travel time. A medium level of preparedness and response produced a risk score of 56%.
- 3.1.21. **Wildfires:** Our region is susceptible to wildfires, particularly during months with minimal rainfall amounts. The major cause of brush and forest fires is due to lightning and occurs during the months with higher thunderstorm activity such as the summer. The most vulnerable area on New College property is the regenerative forest area, also known as the native restoration area. It is 2.4 acres designated in the Campus Master Plan to be used as a research area for biology classes, individual student research projects, and co-curricular residential life activities. Slash pine canopy trees present in the regenerative forest can attract lightning, and wildfire is possible. Florida's typical "fire season" is from January through May. The THIRA

workgroup estimated wildfires to present a 20% risk due to their low probability, low campus impact, but high external response.

3.1.22. Winter Storms: Freezing temperatures on campus will have greatest impact on its vegetation and wildlife, as well as potential damage to its irrigation systems. The region experienced ninety-eight days of freezing temperatures of 32 degrees or less between January, 1966 and December 2012. A wind chill advisory is issued for wind chills of 26-35 degrees for three or more hours; and a wind chill warning is issued for wind chills of 25 degrees Fahrenheit or lower for three or more hours. The workgroup concluded that a winter storm has very low probability and to have minor impact on campus, providing a score of 15% risk.

3.1.23. Threat and Hazard Risk Assessment Tool:

Rank	EVENT	PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	RISK
17	Animal Disease Outbreak	2	2	1	1	2	1	2	33%
16	Drought	2	1	1	1	2	3	2	37%
20	Earthquake	1	3	3	3	3	2	1	28%
13	Epidemic	2	3	1	2	2	2	2	44%
8	Flood	2	3	3	3	2	2	1	52%
2	Hurricane	3	3	3	3	2	1	1	72%
5	Severe Thunderstorms	3	2	2	2	2	2	1	61%
19	Sink Holes	1	2	3	3	3	3	3	31%
1	Tornado	3	3	3	3	2	1	2	78%
18	Tsunami	1	3	3	3	3	3	3	33%
21	Wildfire	1	2	2	2	2	2	1	20%
22	Winter Storm	1	1	1	1	2	1	2	15%
6	Airplane Crash	2	3	3	3	3	2	1	56%
15	Critical Infrastructure Disruption	2	2	2	3	2	1	2	44%
14	Hazardous Materials Release	2	2	2	2	2	2	2	44%
7	Power Failure	3	2	1	3	1	1	2	56%
11	Urban Conflagration	2	3	3	3	2	2	1	52%
10	Civil Disturbance	2	2	2	3	3	2	2	52%
3	Cyber Incidents	3	2	1	3	2	2	2	67%
12	Active Shooter	2	3	2	3	2	2	1	48%
4	Special Events	3	2	2	2	2	2	2	67%
9	Terrorist Acts	2	3	3	3	2	2	1	52%

PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPAREDNESS	INTERNAL RESPONSE	EXTERNAL RESPONSE
Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interruption of services	Preplanning	Community Time, effectiveness, resources	State/Regional/Mutual Aid staff and supplies
0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none	0 = N/A 1 = High 2 = Moderate 3 = Low or none

3.2. Vulnerability Analysis

Hazard Category	Frequency of Occurrence	Vulnerability Impacts			
		Population	Property	Environment	Operations
Active Shooter	2	H	M	L	H
Airplane Crashes	2	H	H	M	H
Animal Disease Outbreak	2	H	L	H	L
Civil Disturbance	2	M	M	L	H
Critical Infrastructure Disruption	2	M	M	L	H
Cyber Incidents	1	M	L	L	H
Epidemic	2	H	L	L	M
Drought	2	L	L	H	L
Earthquake	3	H	H	M	H
Flooding	2	M	H	L	H
Hazardous Material Spills	3	M	L	H	M
Hurricanes	1	H	H	H	H
Power Failure	1	M	L	L	H
Severe Thunderstorms	1	M	M	L	M
Sinkholes	3	H	H	H	H
Special Events	1	M	M	L	M
Terrorism	3	H	H	M	H
Tornadoes	1	H	H	H	H
Tsunami	3	H	H	H	H
Urban Conflagration	2	H	H	M	H
Wildfires	3	M	M	H	M
Winter Storms	3	L	L	M	L
Frequency of Occurrence		Vulnerability Factors		Numerical Values	
Numerical Value					
Highly Likely: Near 100% probability in next year		Low (Little Concern)		L	
Likely: 50 to 100% probability in next year, or once in next 10 years.		Moderate		M	
Possible: 10 to 50% probability in next year, or once in next 30 years.		High (Great Concern)		H	

4. Concept of Operations

4.1. General

- 4.1.1. For daily operations in the absence of a major emergency, New College departments and external first-responder agencies will respond to emergencies affecting the College community. Mutual aid and shared response jurisdictions are addressed through local agreements and do not require a state of emergency to enable.

4.1.2. The CEMP's Concept of Operations will be applied, as appropriate, upon an identifiable threat or an impending emergency that may affect the New College campus and require multiple departments to address. The CEMP, coupled with its EOPs, shall serve as a guide for operational best-practices during a major emergency.

4.2. Levels of Emergency Response

4.2.1. **LEVEL 1 – DISASTER:** A **disaster** is defined as a very serious event that seriously impairs or halts the operations of the College. EOT is **fully activated**.

4.2.2. **LEVEL 2 – EMERGENCY:** An **emergency** is defined as a serious event that significantly disrupts one or more operations of the College. Multiple College resources are involved; the EOT would be **activated** to the extent necessary and positions would depend on the extent of the incident.

4.2.3. **LEVEL 3 – MINOR INCIDENT:** A **minor incident** is defined as a local event with limited impact that does not affect the overall functional capability of the College. Planning and response is carried out at a limited local level (e.g., on a lab or room basis). The EOT would **not** be activated.

Incident/Event Type and EOT Activations

Complexity and Resources Demand	EOT Activation Level
Disaster or catastrophic Incident / Complex Event requiring the application of NCF, Local, State, and Federal resources	1 EOT Fully Activated
An Emergency requiring the application of NCF, Local, and/or State resources	2 EOT Partially Activated
Minor Incident / Event requiring NCF resources only	3 EOT Not Activated with OEM Engaged

4.3. Declaration of a “State of Emergency”

- 4.3.1. The Emergency Management Plan may be activated **by the College president or his/her designee** depending on the type and severity of the emergency.
- 4.3.2. In the absence of the College President, a "State of Emergency" declaration may be made following this succession of authority:
 - 4.3.2.1. Vice President for Academic Affairs / Provost
 - 4.3.2.2. Vice President for Finance and Administration
 - 4.3.2.3. Vice President of Advancement, Executive Director of Foundation
- 4.3.3. The College is said to be in a “state of emergency” when based on the best available information, the determination is made by the President or his/her designee that the College is subject to a threat with a high probability of occurrence that has the potential to negatively impact College operations.
- 4.3.4. The College President shall determine closure of all or portions of the campus, and/or the cancelation of classes, in the event of an emergency and which employees are required to provide essential services.
- 4.3.5. The Chancellor of the State University System of Florida and the Chair of the New College Board of Trustees shall be notified of anticipated or actual closings as soon as possible.

4.4. Warning and Dissemination

- 4.4.1. Upon notification of an emergency requiring policy decisions, the President or his/her designee will direct a statement to all College personnel. This statement will specify the nature of the emergency situation and advise of the desired action to be taken. The statement will immediately be furnished to Deans and Directors via e-mail, memoranda, telephone voice mail or other such available means. Each College administrator will pass the same information along to departments/offices under his/her direction. Under the direction of the President, members of the Executive Management Team will convene in person, via conference call or other appropriate method.
- 4.4.2. In a confirmed situation that potentially poses a threat to life safety and health, CPD will issue alerts and warning throughout the New College community by using the College NCFSafe system. NCFSafe is a multi-mode system of emergency notification processes designed to reach a majority of the campus population. In the event of an emergency or threat to the safety and wellbeing of the Campus community, all or portions of this system will be utilized to notify the campus community of the emergency and what actions to take. CPD is responsible for

activating NCFSafe. The primary components of the initial and immediate mass notification include the following:

- 4.4.2.1. Mass text messaging, e-mails, and phone messages sent via the mass communications provider.
 - 4.4.2.2. Live message delivered into classroom emergency speakers from Campus Police via VOIP.
 - 4.4.2.3. Emergency message delivered externally to Mass Notification Speakers.
 - 4.4.2.4. Procedures to address the needs of hearing and visually impaired persons are addressed on an individual basis. If a student has any impairments, the College will retrofit the living areas to meet their needs (i.e. strobe lights, loud speakers, etc.). Also, CPD and Facilities maintain a list of all the rooms where Emotional Support Animals (ESA) can be located in case of an emergency.
- 4.4.3. E-mail notification from the Office of Communications and Marketing, the New College of Florida web site, and the Campus Emergency Hotline 941-487-4130 will be the official source of emergency information. During emergency situations, CPD may distribute official notifications via the NCFSafe. Once time permits and accurate information is gathered, the Office of Communications and Marketing will create an effective messaging to be posted on Canvas, Banner, and New College Webpage. Also, during an emergency, the OEM will be responsible for updating the "Campuswide Alerts" page where the New College community can go into and pull information to stay informed about the campus' status.
- 4.4.4. Official communications from the College regarding emergencies may only be released to the media via the Office of Communications and Marketing, the President, or his designees, or the Incident Commander (IC).
- 4.4.5. Notifications of warnings, watches or the occurrence of significant events will be received through bulletins and advisories. The following systems are currently available to New College for dissemination of warning information:
- 4.4.5.1. Manatee and Sarasota counties Alert Notification Systems.
 - 4.4.5.2. National Oceanic and Atmospheric Administration (NOAA) weather radio and website.
 - 4.4.5.3. SERT Tropical Weather Updates.

4.5. Direction and Control

4.5.1. The Executive Management Team consists of (in order of succession):

- 4.5.1.1. President of New College of Florida
- 4.5.1.2. Vice President for Academic Affairs / Provost

- 4.5.1.3. Vice President for Finance and Administration
- 4.5.1.4. Vice President of Advancement, Executive Director of Foundation
- 4.5.1.5. Other members include:
 - Dean of Student Affairs
 - Director of Marketing and Communications
 - Special Assistant to the President
 - General Counsel
 - Dean of Admissions and Financial Aid
- 4.5.1.6. During a state of emergency the Executive Management Team is responsible for:
 - Centralized coordination and communications, major policy and campus-level decision making, information sharing, supporting Incident Command's resource requests, and provision of broad direction and support to Incident Command. Likewise, Incident Command will seek guidance and approval from the Executive Management Team as needed.

4.5.2. The Emergency Operations Team (EOT):

- 4.5.2.1. Is activated based on the extent and scope of the emergency in order to coordinate College actions. The EOT staffs the Emergency Operations Center (EOC) and reports to the Executive Management Team. The EOT will facilitate emergency protection, response and recovery actions necessary to address the emergency. The EOT will collect and evaluate information, obtain and deploy necessary resources to address the emergency and coordinate response with external officials and New College partners, such as members of the Cross College Alliance and/or the State University System (SUS). The EOT will coordinate continuity of essential institutional services and operations during protracted emergencies that require a college-wide response. Additionally, the EOT provides recommendations to and obtains policy decisions from the Executive Management Team. The EOT consists of:
 - Director of Emergency Management
 - Office of Communications and Marketing
 - Associate Vice President of Academic Affairs
 - Director of Environmental Health and Safety
 - Associate Vice President for Administration
 - Director of Facilities and Construction
 - Campus Police Department
 - Senior Associate Dean of Student Affairs
 - Director of Information Technology
 - Director Counseling and Wellness Center
 - Director of Procurement Services

4.5.3. Essential Personnel:

- 4.5.3.1. Designated personnel who may be needed to perform duties on campus before and after an interruption in normal operations and/or it officially closes.
- 4.5.3.2. Departments are responsible for identifying essential employees and notifying them where and when they are required to report to work.
- 4.5.3.3. Essential personnel are also required to assist critical personnel when normal operations have been suspended and/or the campus officially closes.

4.5.4. Critical Personnel:

- 4.5.4.1. Designated personnel whose job duties affect the security, safety, or physical operation of the College, and who are required to work in the Emergency Operations Center when normal campus operations have been suspended.
- 4.5.4.2. In the event of an emergency, some facilities on campus require critical personnel to ensure continued essential operations.
- 4.5.4.3. When the college officially closes or suspends classes due to an emergency, critical Personnel are required to report to work.
- 4.5.4.4. Critical Personnel may have access to the incident scene upon request from Incident Command Staff.

4.5.5. New College of Florida has adopted the National Incident Management System (NIMS)/Incident Command System (ICS) as its on-scene incident command structure, its campus-level command post structure, and as a hybrid-component to its EOC structure. As such, a working knowledge of NIMS/ICS principles by all response personnel is required. ICS is a standardized, all-hazards incident management approach that:

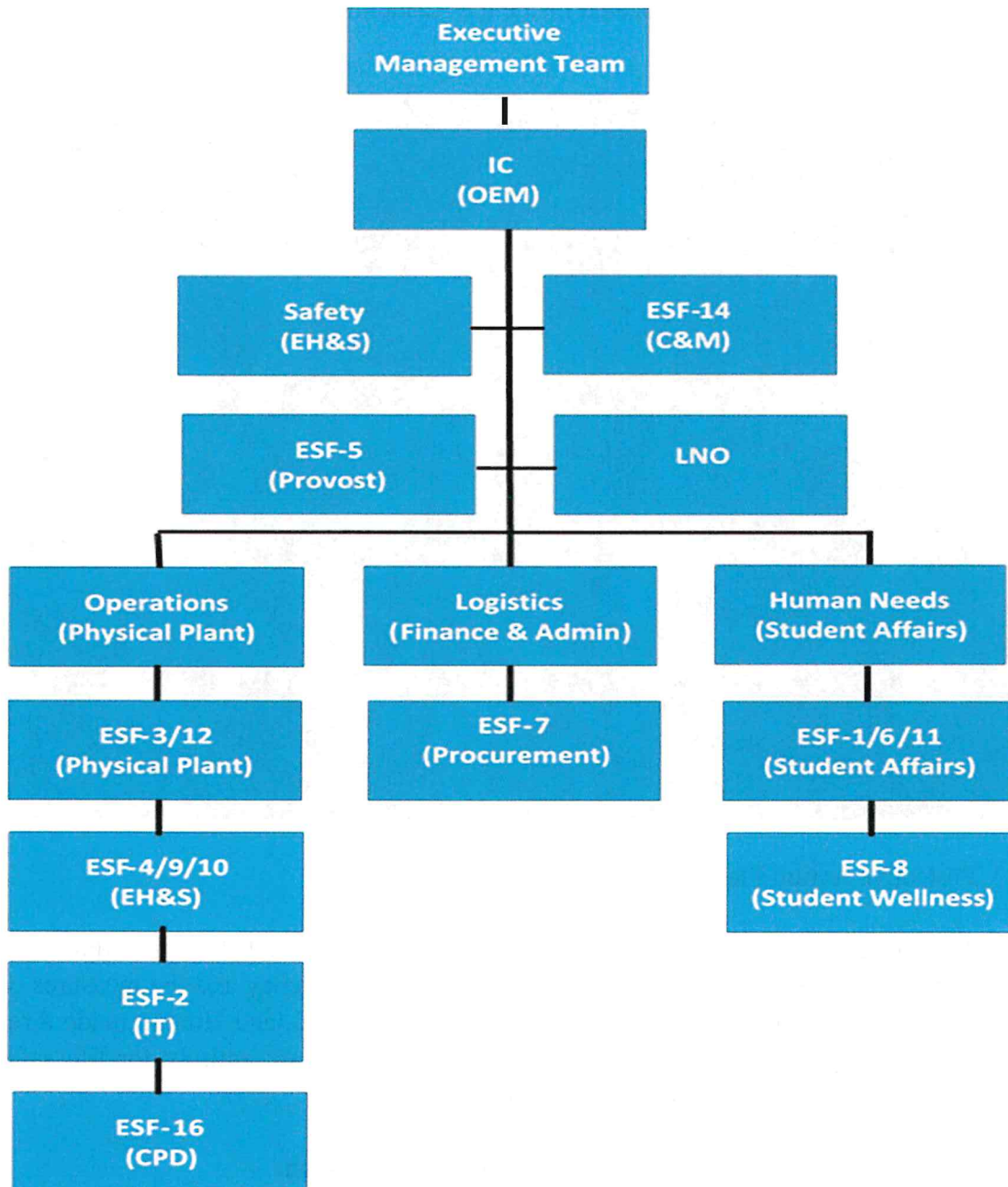
- 4.5.5.1. Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- 4.5.5.2. Enables a standard coordinated response among various units, jurisdictions and functional agencies.
- 4.5.5.3. Establishes common processes for planning and managing resources.
- 4.5.5.4. The Incident Command System is scalable and flexible to meet the needs of the incident, therefore all positions may not be activated in an incident response. The Incident Commander will make decisions as to the activation of additional positions.
- 4.5.5.5. The following ICS positions will be staffed by New College EOT:

NCF Emergency Operations Team (EOT) ICS Positions		
Position	Description	Responsible Department
Incident Commander (IC)	Has overall responsibility for managing the incident by establishing objectives, planning strategies, and implementing tactics. The IC position will be hazard specific and assigned in the corresponding Emergency Operations Plan (EOP). In case there is an on-scene IC (i.e. Fire or Police), NCF IC shall coordinate directly with him/her.	Hazard Specific
Safety Officer	Monitors conditions and develops measures for assuring the safety of all personnel. The Safety Officer is responsible for advising the Incident Commander on issues regarding incident safety, conducting risk analyses, and implementing safety measures.	Office of Environmental Health and Safety
Public Information Officer (PIO)	Serves as the conduit for information to internal and external stakeholders, including the media, the public, and anyone else who wants information about the incident. Accurate information dissemination is essential.	Office of Communications & Marketing
Operations Section Chief	Responsible for developing and implementing strategy and tactics to accomplish the incident objectives. This includes organizing, assigning, and supervising all the tactical or response resources assigned to the incident.	Physical Plant
Logistics Section Chief	Responsible for providing facilities, services, and material support for the incident. During an incident, Logistics is responsible for ensuring the well-being of responders by providing sufficient food, water, and medical services, in addition to arranging communication equipment, computers, transportation, and other resources.	Office of Finance and Administration
Human Needs Section Chief	Responsible for identifying basic human needs that need to be maintained during an incident and reestablished afterwards. Needs to constantly monitor health and safety conditions of NCF's population and advises the IC on any related issues that need to be addressed promptly. Also, coordinates with NGOs to better synchronize their support and delivery of services.	Office of Student Affairs

- 4.5.5.6. **Emergency Support Functions (ESFs):** ESFs are staffed by individuals whose emergency functions parallel their non-emergency campus business functional areas of responsibility. Functions are activated by the Incident Commander based on extent and scope of the incident. They are responsible for providing logistical and policy support to the Incident Commander or the EOC. ESF personnel develop strategies and objectives based on Executive Management Team priorities for ensuring the response, recovery, and business continuity of the College. The following ESFs are implemented by New College:

NCF Emergency Support Functions (ESFs)		
ESF #	ESF Description	Responsible Department
1 – Transportation	ESF-1 is responsible for supporting the movement of NCF students to a safe location in case of a campus evacuation by ensuring accountability and communication throughout the process.	Office of Student Affairs
2 – Communications	Maintains communication systems to ensure business and academic continuity as well as support public safety in normal operating conditions and emergency situations.	Office of Information Technology
3/12 – Facilities Management	ESF-3 is responsible for public works infrastructure actions that may take place in an emergency. Also provides and coordinates resources (personnel, equipment, facilities, materials and supplies) to support public works and infrastructure needs during an emergency or disaster. This ESF encompasses potable water, sanitary sewer, fire water, storm water, chilled water, and electrical resources, as well as individual repairs for NCF campus buildings. ESF-12 coordinates the internal and external departments responsible for power generation and distribution on campus.	Physical Plant
4 – Firefighting 9 – Search and Rescue 10 – Hazardous Materials	ESF-4 provides and coordinates resources (personnel, equipment, facilities, materials and supplies) to support firefighting, emergency medical, and hazardous materials response needs during an emergency or disaster. ESF-9 lists the internal and external departments responsible for search and rescue actions that may take place in an emergency. ESF-10 lists the internal and external departments responsible for hazardous materials response actions that may take place in an emergency.	Office of Environmental Health and Safety
5 – EM Planning	Supports the coordination of emergency management planning by collecting and maintaining documentation and creating briefs and situation reports.	Provost's Office
6 – Mass Care	ESF-6 is responsible for identifying and tracking personnel being transported to local hospitals and collecting and providing information on victims to family members. Also coordinates emergency housing for students and points of distribution for basic supplies if necessary.	Office of Student Affairs
7 – Resources Support	Coordinates timely and efficient purchasing and delivery of supplies, equipment, services, and facilities needed in an emergency.	Procurement
8 – Campus Health	ESF-8 lists and coordinates the internal and external departments responsible for public health, mental health, religious services, and medical services that may be needed in an emergency.	Office of Student Wellness
11 – Food & Water	Identifies food, water and ice needs for a disaster or emergency; obtain needed resources; and transport to the impacted area.	Office of Student Affairs
14 – Public Information	Disseminates and controls information on emergencies to the NCF community through various media outlets and internal messaging systems.	Office of Communications & Marketing
16 – Campus Safety & Security	Coordinates the internal and external departments responsible for public safety and security actions and support in an emergency.	Campus Police Dept.

4.5.5.7. The following is a fully activated EOT command structure (Level 1) implemented by New College for managing incidents. Depending on the scope of the incident, some ESFs might not be activated:



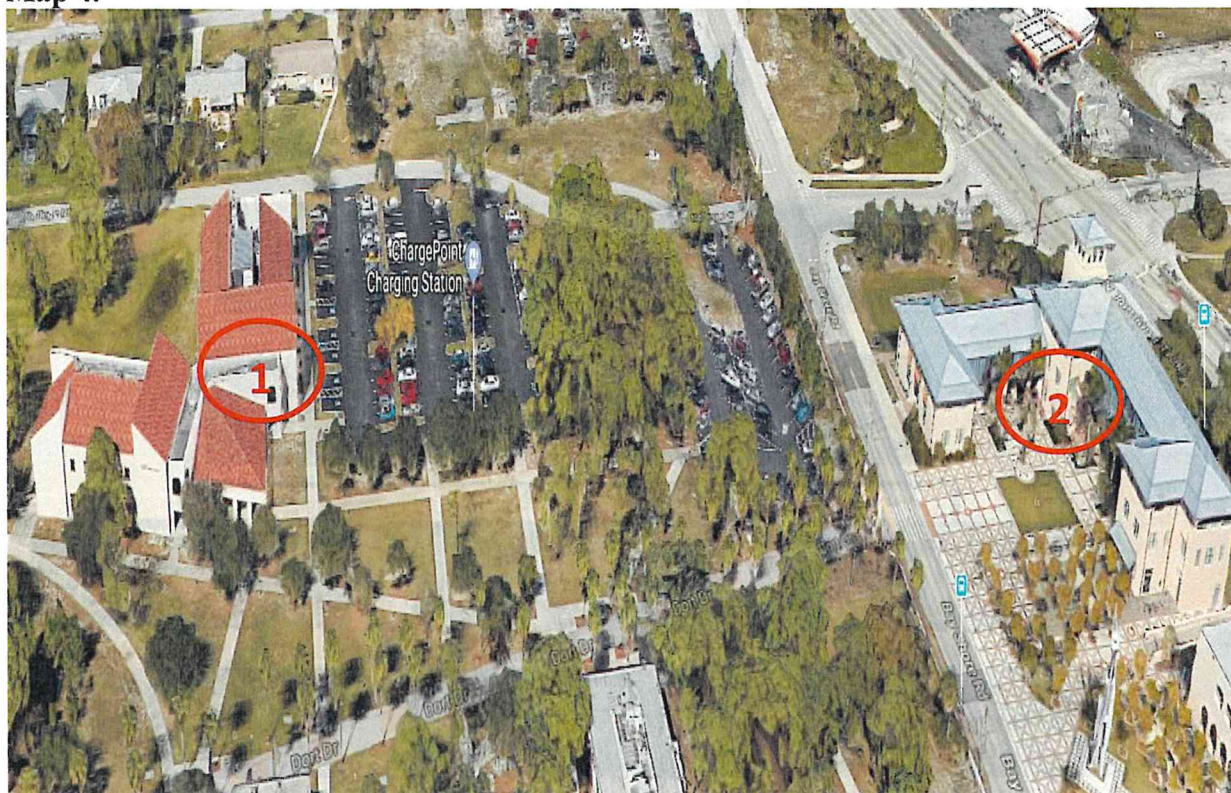
4.6. Emergency Management Facilities (primary and alternate):

4.6.1. Currently New College does not count with a fully established Emergency Operations Center (EOC); however, the College has identified two buildings (primary and alternate) where a temporary EOC shall be established to manage incidents from.

4.6.2. The primary site is located in the Heiser Natural Science building Room E-168 (#1 Map 4).

4.6.3. The alternate site is located inside the Academic Center Room #115 (#2 Map 4).

Map 4.



4.7. Protective Action Plans:

The Protective Actions Plan provides guidelines and establishes procedures for New College to take organized actions during a state of emergency and the measures covered in these plans apply to any of the Natural, Technological, and Human made threats the campus may face. The primary objectives of this plan are entirely for life safety and security of faculty, staff, students and visitors.

4.7.1. Protective Action Coordination and Communication:

4.7.1.1. Once the decision is made by the President—or the next available senior officer in the Executive Management Team chain of command—that the College shall take a protective action, the Incident Commander (IC), in coordination with the Emergency Operations Team (EOT), shall direct the prescribed measures depending on the type of emergency and the amount of time available.

- 4.7.1.2. Upon direction from the Executive Management Team, the Public Information Officer (PIO) will create the appropriate messaging directing the New College community to take prescribed emergency actions. This message shall be posted on the College webpage, Banner, and the Campus Emergency Hotline.
- 4.7.1.3. The Campus Police Department (CPD) shall also send notifications via NCFSafe with basic information of the situation and instructions to seek detailed information from the College website and/or the Campus Emergency Hotline system 941-487-4130.
- 4.7.1.4. Updates shall be made available on the New College website, directing people to the Campuswide Alert page where they can find, at a minimum, the following information:
 - Official College instructions regarding class cancellation and College emergency posture.
 - Links to information on progress of the emergency event.
 - Links to information on evacuation routes, city advisories, etc.
 - Update on projected opening of the College and resumption of classes after a storm.
 - Time next update can be expected.
- 4.7.2. **Campus Closure:** The process of closing and evacuating the campus shall follow a basic timeline. In this plan, that timeline is defined as **Prepare to Close, Close, and Reopen**. This process shall also apply to portions of the campus in case the emergency does not require a total closure.
 - 4.7.2.1. Prepare to Close: The “Prepare to Close” order indicates that the campus **will be** closed and arrangements shall be made to secure campus grounds, inform students to prepare to safely self-evacuate, and identify those without the means to self-evacuate to coordinate their support. Or in case of a Campus Emergency Sheltering, to make sheltering arrangements.
 - The timing for officially closing the campus will be determined by the Executive Management Team and communicated to the entire New College community as soon as possible.
 - This is the time for the faculty to make academic arrangements so that negative effects over the students’ educational momentum are reduced as much as possible. This is also the time for faculty to prepare studios, labs, equipment, data and research samples for a period of campus closure.
 - During this phase, all communications plans shall be revised and ready to be implemented, as well as individual units’ Continuity of Operations Plans (COOP).
 - An Emergency Operations Center (EOC) shall be established, equipped, and staffed during “Prepare to Close.”

- If the closure requires the College to help non-self-evacuees to evacuate, a Student Evacuation Team will be activated and supported by the EOC, which shall coordinate **all** the logistical needs required by the Student Evacuation Team; as well as maintain constant communication with the team.
 - If necessary and depending on the type of emergency, Critical Personnel will be allowed to go home so they can make preparations to remain on campus during the closure.
 - After the College closure is in effect, all buildings will be searched by campus police for persons attempting to use the campus for shelter. After each building is searched, it will be secured against key or card access to prevent persons from occupying the building before it is deemed safe to reoccupy.
- 4.7.2.2. Close: The period of time when all students are safely displaced from the campus and all buildings and surrounding areas are secured.
- The EOC and the Student Evacuation Team will maintain open communications during this entire phase and the EOC shall periodically update the Executive Management Team.
 - Once the event has passed and as soon as safely possible, Critical Personnel will start damage assessments and if possible address any issues that might have occurred during the closure. Also, if safe, the EOC will start to recall Essential Staff so they can support recovery operations and make the campus operational as soon as safely possible.
 - As affected buildings are inspected and deemed safe, they shall be unlocked and made available to resume operations for when the “Reopen” order is made.
- 4.7.2.3. Reopen: The process of communicating to the entire NCF community that the College will reopen by a specified date. As with Campus Closure, reopening the campus could also be by sections depending on the incurred damage.
- The timing of return will be coordinated between the Executive Management Team and the IC.
 - Safely returning to normal operations can only be accomplished once damage assessments are effectively conducted.
 - **NO STUDENT, FACULTY, OR STAFF**, unless approved by the Executive Management Team and IC, shall attempt to return to campus until official re-opening announcements are made. Students must strictly adhere to all instructions communicated from the Executive Management Team, CPD, and/or the IC.
- 4.7.3. **Campus Evacuation Plan**: Once the Executive Management Team decides to cancel classes and close the campus due to an emergency, the New College community will be required to implement their Campus Evacuation Destination Plan (Appendix 1) to seek adequate shelter away from New College’s campus and

possibly outside of the Sarasota/Manatee County area. If needed, the Student Evacuation Team may evacuate students who have no other recourse, to a pre-identified/coordinated shelter. The process of closing and evacuating the campus shall follow a basic timeline. In this plan, that timeline is defined as **Prepare to Evacuate, Evacuate, Return**:

- 4.7.3.1. Prepare to Evacuate: The “Prepare to Evacuate” order indicates that the campus **will** close and evacuation is imminent. Arrangements shall be made to secure campus grounds, inform students to prepare to safely implement their Campus Evacuation Destination plan, and provide support to students identified without the means to self-evacuate.
- Before they are officially released, faculty and staff will be instructed to secure work areas and relocate equipment if needed for the type of emergency. (Appendix 2)
 - Students, faculty and staff will be directed to execute their Personal Evacuation Plans. Students are responsible for securing their own lodging and transportation arrangements and are encouraged to pursue the following options as they leave the area:
 - a. Secure transportation via airline.
 - b. Share rides and sheltering options with students who do not have a personal means of transportation.
 - c. Relocate to designated county shelters. Information regarding open shelters will be provided on the New College website as it becomes available by the counties.
 - If necessary and depending on the type of emergency, Critical Personnel will be allowed to go home so they can make preparations to remain on campus during the evacuation.
 - Timely communication between all parties involved throughout the evacuation process is critical.
- 4.7.3.2. Evacuate: The period of time when all students, faculty, and staff vacate the campus and proceed to safer locations away from New College. This is also when non-self-evacuation students are transported to their shelter location.
- The Executive Management Team shall make a timely decision as to **when** the New College community should be released so it can safely depart the area, avoid congestions as much as possible, and reach their destinations in a timely and safely manner.
 - The potential exists that a number of students simply may not comply, or may not have the means to self-evacuate. Therefore, the College has developed the following basic procedures to provide assistance to these pre-identified students:
 - a. A Student Evacuation Team will be activated and supported by the EOC, which shall coordinate **all** the logistical needs required by the

Student Evacuation Team; as well as maintain constant communication with the team.

- b. The Student Evacuation Team will coordinate student accountability as they load buses and will ensure all student needs are met before their departure. Student numbers shall be shared with the EOC, which in turn shall give the order to depart once all students are accounted for.
- c. An assigned Resident Hall Director (RHD) will accompany the group to ensure their accountability and wellbeing and to maintain communications with the EOC.
- d. New College is shall provide transportation, for students who lack the means, to-and-from the pre-identified shelter location where they will be temporarily housed.

- **Timely communication between all parties involved throughout the evacuation process is critical.**

4.7.3.3. Return: The process of having the New College community safely return to the campus and resume normal activities.

- The timing of return will be coordinated between the Executive Management Team and the IC, who shall advise the Executive Management Team of traffic alerts, road closures, campus infrastructure status, and any other issue(s) which could affect the safe return of the New College community.
- Once damage assessments have been complete and the campus is deemed safe, the Executive Management Team shall issue communications to inform all students, faculty, and staff of a “return by” date.
- Once the College is clear of any threat, the same bus service will transport the non-self-evacuation students back to New College. The EOC and the Student Evacuation Team will lead this process and shall report progress and completion to the Executive Management Team.
- Once all students have safely returned to campus, or are accounted for, the Office of Student Activities shall inform the EOC and the Executive Management Team. Faculty and staff shall be reported by their individual units.
- **NO STUDENT, FACULTY, OR STAFF**, unless approved by the Executive Management Team and IC, shall attempt to return to campus until official re-opening announcements are made. Students must strictly adhere to any and all instructions communicated from the Executive Management Team, CPD, and/or the IC.

4.7.4. **Campus Emergency Sheltering Plan**: For certain threats and hazards, a campus evacuation shall be the preferred course of action; however, there is always the possibility of no-notice or time-constraint emergencies which might require New College to act as a shelter for its community.

- 4.7.4.1. Once the emergency has been identified and it is determined by the IC that it is impractical to execute a campus evacuation, he/she shall advise the President and the Executive Management Team to activate the emergency shelter plan.
 - 4.7.4.2. Currently the Academic Center (ACE) building is the designated building to be utilized as the campus shelter. This building is hurricane rated to withstand 130 mph winds and is located on Sarasota County Evacuation Level D.
 - 4.7.4.3. The preparation and opening of a shelter should follow a basic timeline. In this plan, that timeline is defined as **Activation, Open and Demobilization**.
 - 4.7.4.4. Activation: The activation order indicates that the shelter **will be** opened and preparations should be safely hurried to completion. The activation order may be issued at 12 – 24 hours, or more, prior to shelter opening, but could be much shorter. Regardless of official directives, timely communication between all parties involved in a potential shelter mission is critical.
 - During this phase the EOT will work closely with the Shelter Management Team to ensure:
 - a. Accountability
 - b. Identify unmet needs
 - c. Ensure shelter operations are conducted effectively by supporting all logistical requirements.
 - 4.7.4.5. Open: The timing of the shelter opening will be mutually determined by IC and the Executive Management Team and communicated to the entire Shelter Management Team. In a critical situation, the shelter may open before all preparations are complete.
 - 4.7.4.6. Demobilization: Demobilization is the process of closing the shelter and returning to normal operations. This can only be accomplished once the danger has passed and the evacuees can safely return to their residences or other safe location. Accordingly, demobilization planning should begin as soon as the shelter is opened and demobilization plans should be implemented as soon as safely possible. The IC is responsible for making this determination.
- 4.7.5. **Building Emergency Evacuation Plan:** Based on the on-scene assessment and characteristics of the emergency (magnitude, intensity, time until onset and duration), the IC may:
- 4.7.5.1. Establish the initial incident cordon, initial command post and staging area locations.
 - 4.7.5.2. Direct CPD in establishing the initial cordon to keep people clear of the incident. This includes keeping avenues of approach, such as roads and access routes, clear for responding emergency vehicles and personnel.
 - 4.7.5.3. Initiate mutual aid from police, fire and rescue as required.

- 4.7.5.4. If necessary, an order to evacuate a building shall be announced by CPD through the NCFSafe system. If possible, this message shall include instructions on where to assemble once the building is evacuated and personnel accountability shall be conducted by the Building Safety Coordinator.
- 4.7.5.5. Reentry shall only be authorized by the IC once the hazards has been cleared and the building is deemed safe for occupancy.
- 4.7.5.6. Depending on the situation, Building Safety Coordinators shall:
 - Ensure that all occupants of the building, including visitors, have exited the building or gathered at designated assembly areas.
 - Assist individuals who need assistance as necessary.
 - Identify and report potential emergency/safety concerns to authorities.

4.7.6. Shelter-In-Place:

- 4.7.6.1. When the emergency does not require evacuation, or if time and circumstance render evacuation impractical, individuals residing in or near a hazardous area may be directed to take protective actions. These actions may include remain in place and secure the area and/or take shelter in designated locations within the hazard area.
- 4.7.6.2. Instructions to shelter-in-place and what actions to take while doing so, shall be announced via NCFSafe and any other means available.
- 4.7.6.3. Personnel shall remain sheltered until the “all clear” is announced.

4.8. Planning:

- 4.8.1. During a major emergency where New College resources are activated and requires multiple operational periods, an Incident Action Plan (IAP) shall be developed to effectively organize and respond to such event.
- 4.8.2. New College’s IC will serve as lead during the planning process by coordinating the overall information, objectives, and tactics that create the IAP and support emergency operations. This will ensure that documentation aligns with federal and state standards/requirements.
- 4.8.3. The New College IC is also responsible for arranging and leading the planning meetings focused on the IAP development.
- 4.8.4. The Planning Section shall support the IC with the creation and maintenance of Situation Reports (Sitreps) by overseeing the collection, evaluation, and organization of operational information related to the incident.

4.8.5. The Planning Section also maintains file copies of relevant documents including IAPs generated by IC, Executive Management Team briefings, and **all** forms utilized during the emergency.

4.8.6. The IAP will be developed based on the following Planning Cycle (Figure 1):

4.8.6.1. Planning Phase 1: Understand the Situation:

- Gather, record, analyze, and display the situation, required resources, and additional information needed to develop a plan.

4.8.6.2. Planning Phase 2: Establish Incident Support Objectives.

- Based on the continued assessment and understanding of the situation, including any actions completed as well as assessing the execution and effectiveness of incident support operations (“How are we doing?”).

4.8.6.3. Planning Phase 3: Develop the Support Plan.

- Decide the course (or courses) of action and tasks necessary to achieve those objectives.
- The courses of action identify the specific tasks to be performed during the next operational period to complete the required objectives.
- This phase focuses on validating and incorporating the assessment of “where we are” as well as “what we need to do to get where we want to be” into priorities / tasks / objectives for the next operational period.

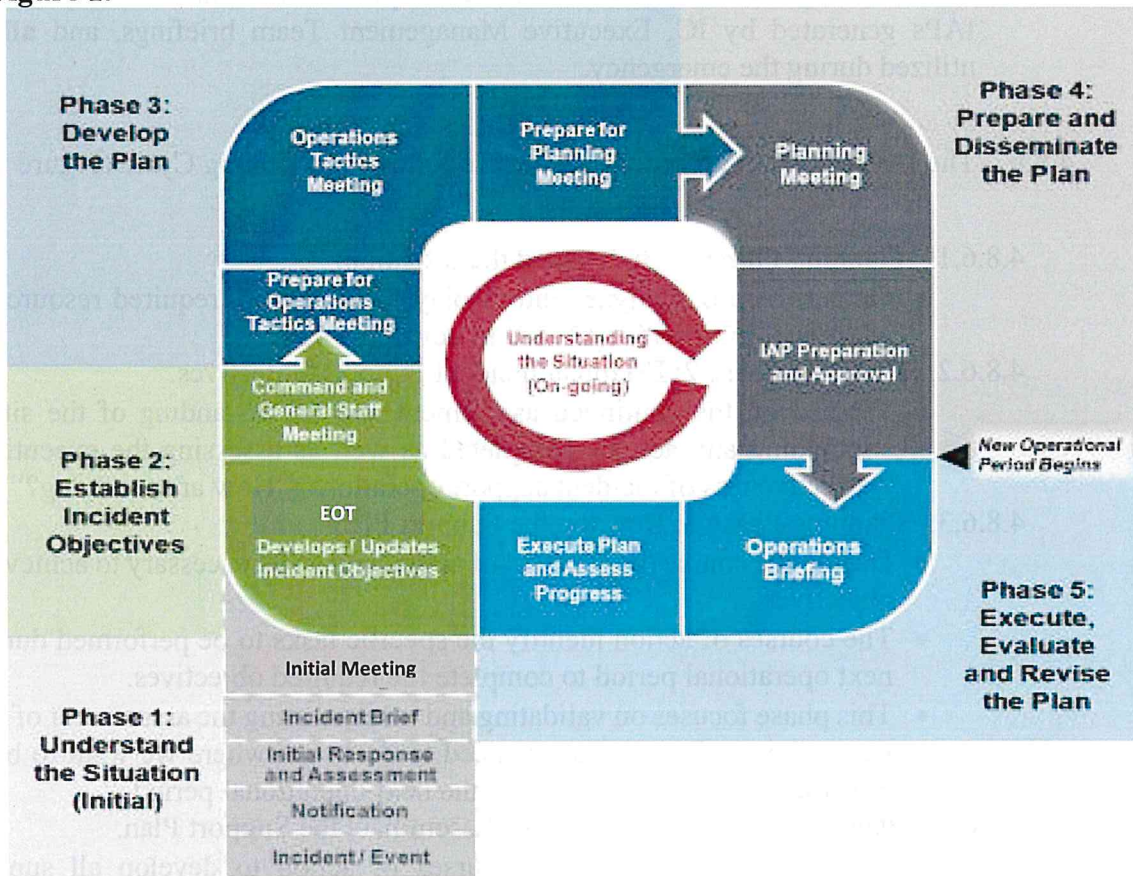
4.8.6.4. Planning Phase 4: Prepare and Disseminate the Support Plan.

- Use the approved tasks or courses of action to develop all supporting documents, such as the safety messages or the communications plan.
- This phase focuses on briefing senior leadership on the “where we are” and “what we need to do to get where we want to be.”

4.8.6.5. Planning Phase 5: Execute Evaluate and Revise the Support Plan.

- This phase focuses on performing thorough analysis and research of “how we are doing” and making any revisions and adjustments to the next operational period.

Figure 1.



4.9. Administration, Finance and Logistics:

4.9.1. All expenditures incurred from an emergency or disaster related event at New College shall be reviewed and verified before submitted for possible reimbursement. Departments are responsible for collecting all costs related to emergency response, including but not limited to, force account work, force account equipment, materials and supplies, and contract work. Departments shall submit a Claims Worksheet detailing the following information:

- 4.9.1.1. Department name, address, building, room number, abbreviations, and contact number
- 4.9.1.2. Department account number
- 4.9.1.3. Description of damaged equipment or work performed
- 4.9.1.4. College decal number (for equipment only)
- 4.9.1.5. Original cost of item, along with purchase order and invoice
- 4.9.1.6. Finance and Administration will be responsible for reviewing all costs related to an emergency. For emergency related expenditures. Finance and Administration will also review and submit all Claims Worksheets to Risk Management. Incomplete worksheets will be returned to the department for completion and resubmittal.

4.9.2. Procurement:

- 4.9.2.1. The Purchasing Department provides purchasing cards (PCards) to departments and select individuals. PCards are corporate VISA cards with a \$1,200.00 single purchasing threshold and a \$3,000.000 monthly threshold. If possible, PCards should be used for all emergency purchases. If items are over the \$1,200.00 threshold, or will exceed the monthly maximum, departments should request approval to waive the threshold requirement from the Purchasing Department. All receipts must be kept and submitted with reimbursement worksheets. The Vice President of Finance and Administration will authorize an emergency credit increase to individual units per his or her discretion.
- 4.9.2.2. For purchases that cannot be made with a PCard, the Purchasing Department is prepared to provide a method for emergency purchases and to set forth the conditions under which such purchasing is approved. Purchasing will utilize an Emergency Purchase Order when the College has declared a state of emergency and traditional purchase orders support the procurement of necessary resources.

4.9.3. Existing Contracts:

- 4.9.3.1. New College maintains a number of contracts to carry out day-to-day business. When possible, these existing contracts shall be used to obtain services and supplies needed during an emergency response. The College also has a number of emergency contracts in place for debris removal, spill cleanup, post-storm cleanup, and other emergency actions. These contracts will be used to obtain needed services when possible.

4.9.4. Critical and Essential personnel and Disaster pay:

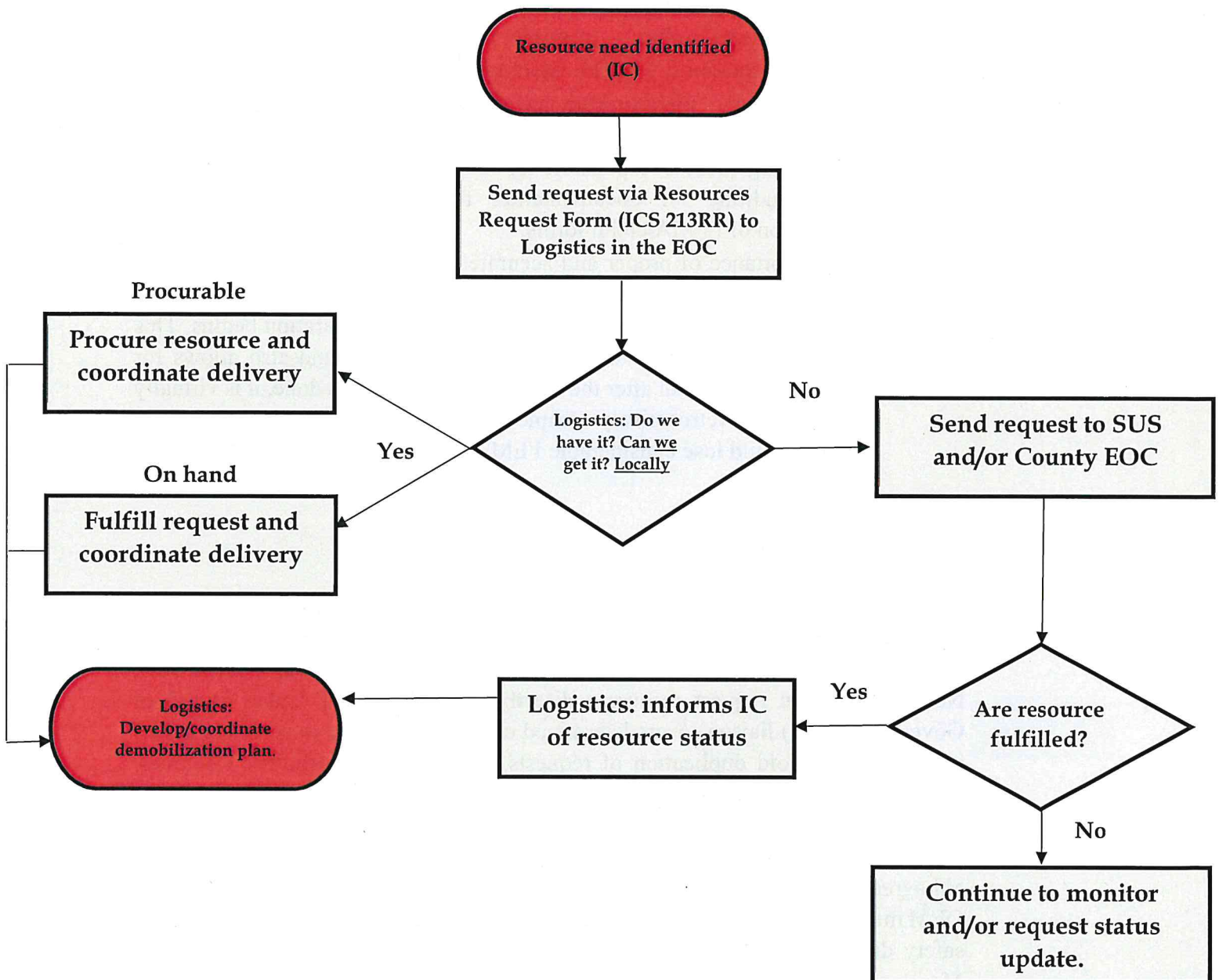
- 4.9.4.1. Depending on the employees' role before, during and after an emergency, New College employees may be designated either essential or critical by their supervisor (Appendix 4).
- 4.9.4.2. If non-exempt employees are required to work during an emergency closing, in addition to their normal pay, they will earn one hour of compensatory leave for each hour worked during the emergency closing.
- 4.9.4.3. Exempt staff employees are eligible for compensatory leave at the discretion of the supervisor. If a supervisor elects to provide compensatory leave, the same rules that apply to non-exempt employees will apply to exempt employees.
- 4.9.4.4. Faculty are not eligible for compensatory leave under this policy.
- 4.9.4.5. All, critical and essential, personnel must fill and update an ICS-214 (Appendix 5) form at all times while working before, during, and after an

emergency. This shall be the primary form of documentation to capture hours worked and what was accomplished during such period.

4.9.5. Resources Requests Process:

- 4.9.5.1. The College has contracts with suppliers used on a day-to-day basis and would use those to obtain most needed supplies in anticipation of an impact from a disaster or emergency incident.
- 4.9.5.2. During day-to-day emergencies resource requests will be filled through existing contracts or mutual aid agreements. When New College is under a declared state of emergency, all resource requests will be initiated by the on-scene Incident Commander and coordinated through the EOT. If the EOT is unable to fill the resource request, then it will be forwarded to the State University System (SUS) and/or the Sarasota County EOC.
- 4.9.5.3. It is important to keep in mind that during a regional or state-wide disaster, there may be competition among campuses and/or localities for scarce resources. Resource requests forms (Appendix 6) must be completed fully and as detailed as possible to ensure New College receives the correct resource and to avoid requests being sent back unfulfilled.
- 4.9.5.4. Typically, resources supported by government and outside organizations need to be returned once they are no longer needed. Proper demobilization planning needs to take place before the resources even arrive.
- 4.9.5.5. The Logistics section shall be responsible for tracking the resources process and ensure proper accountability of resources is maintained by the different units utilizing them.
- 4.9.5.6. All resource requests must be coordinated through the New College EOT Logistics Section and, if approved by the Incident Commander, procured with the assistance of the Procurement Section.
- 4.9.5.7. Pre-established emergency contracts will be accessed through the Finance and Administration Section.
- 4.9.5.8. The following flowchart shall be New College's Resources Process (Graphic 2):

Graphic 2:



4.9.6. Reimbursement:

4.9.6.1. If the incident is a declared a disaster (by US Presidential declaration), New College may be eligible for financial reimbursement for damages sustained during the disaster. Reimbursement may come from local, state, or federal grant and support programs. Several types of expenses may be eligible for reimbursement such as:

- Force Account Work – costs for personnel time (payroll) used in response and recovery operations.

- Force Account Equipment – College owned equipment used in response and recovery operations.
- Materials and Supplies – materials and supplies used in response and recovery operations, whether used from stock or purchased.
- Contract Work – eligible work performed by contractors.

4.9.6.2. FEMA:

- Risk Management is responsible for coordinating data collection from all Units, auditing all documentation received, and completion and submission of FEMA claim forms.
- The importance of proper and accurate documentation at the Unit level cannot be overemphasized. Detailed recordkeeping must be initiated by every Unit when disaster or emergency incident preparation begins. This allows for information to be collected as it occurs and also allows for faster reimbursement after the event. After the work is done, it is virtually impossible to retroactively complete the necessary documentation. New College could lose considerable FEMA funding if claims cannot be fully justified.

4.10. Mutual Aid and Partnerships

- 4.10.1. New College units and departments will respond to disaster events utilizing current procedures and/or internal resources until they are exhausted, at which point New College will seek assistance from Sarasota County. Also, as a member of the SUS, New College can request resources directly from the SERT and/or Board of Governors (BOG) liaison. A predetermined chain of command in such a situation is required to avoid duplication of requests, incorrect or insufficient resources, and/or organizational difficulties.
- 4.10.2. New College recognizes the importance of pre-establishing relationships, mutual aid agreements and pre-negotiated emergency contracts. Therefore, New College OEM meets quarterly to share information and potential agreements with the public safety directors from the Cross-College Alliance and the Chiefs of Emergency Management for both, Sarasota and Manatee Counties, as well as the SERT Regional Coordinator.
- 4.10.3. Additionally, the College has entered into the Statewide Mutual Aid Agreement (SMAA) (Appendix 7), which allows signatories to request assistance (oral or written) during a major disaster. If New College needs assistance in responding to an emergency, the institution can request assistance through the Sarasota County EOC, or the SUS Liaison—if activated—in the State EOC.
- 4.10.4. New College has an active relationship with both, Sarasota and Manatee Counties, in particular, their Emergency Management and Sheriff's Offices. The College

maintains constant communication with these offices and receives live emergency updates and/or communications from them.

4.10.5. New College's Office of Student Wellness also maintains open communication with Sarasota County Health Department and exchange public health information so an accurate countywide operating picture and situation status can be maintained.

5. Training and Exercises

5.1. Training

5.1.1. Training provides personnel with the knowledge, skills, and abilities needed to perform key tasks required by specific capabilities. Because New College has adopted ICS overall incident command structure, a working knowledge of NIMS/ICS principles by all response personnel is required.

5.1.1.1. At a minimum, all EOT members shall complete the following courses: ICS-100, ICS-200, ICS-700, and ICS-800.

5.1.1.2. All courses are available online at <https://training.fema.gov/nims/>.

5.1.2. To help response personnel become familiar with New College's emergency management policies and procedures, OEM shall develop a training and/or instructional program to be delivered at least once every six months.

5.2. Exercises

5.2.1. New College adopted and uses the Homeland Security Exercise and Evaluation Program (HSEEP) which provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. HSEEP exercise and evaluation doctrine is flexible, adaptable, and is for use by stakeholders across the whole community and is applicable for exercises across all mission areas – Prevention, Protection, Mitigation, Response, and Recovery.

5.2.2. OEM ensures New College disaster plans and procedures are exercised and evaluated at least annually. The type and scope of exercise shall be determined using assessments and gap analyses.

5.2.3. Exercise after action reports will be accomplished and provided to participating agencies to ensure corrective action is taken. Subsequent exercises will ensure previous discrepancies are reevaluated.

5.2.4. OEM shall be responsible for collecting exercise evaluation data to identify gaps and deficiencies and develop a Corrective Action Program (CAP).

6. Annex

The following are annexes to the CEMP. They are produced under separate cover and exist as standalone plans for each campus with associated hazard-specific guideline appendices.

- a. Annex I – Natural Hazards EOP.
- b. Annex II – Technological Hazards EOP.
- c. Annex IV – Human Caused Threats EOP.
- d. Annex V – New College COOP.
- e. Annex VI – Appendices.

7. Acronyms

The following is a list of acronyms used in the CEMP and Emergency Management:

AAR	After Action Review/Report
BOG	Board of Governors
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
CPD	Campus Police Department
CPG	Comprehensive Preparedness Guide
COUP	Center of Universe Parties
DHS	Department of Homeland Security
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EOT	Emergency Operations Team
ESA	Emotional Support Animals
ESF	Emergency Support Function
FBO	Fixed Based Operations
FEMA	Federal Emergency Management Agency
FP&L	Florida Power and Light
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
HVA	Hazard Vulnerability Analysis
IAP	Incident Action Plan
IC	Incident Commander
IT	Information Technology
IACLEA	International Association of Campus Law Enforcement Administrators
ICS	Incident Command System
LSA	Logistics Staging Area
MAA	Mutual Aid Agreement
MOU	Memorandum of Understanding
NCF	New College of Florida
NIMS	National Incident Management System

NRF	National Response Framework
NOAA	National Oceanic and Atmospheric Administration
OEM	Office of Emergency Management
PDA	Preliminary Damage Assessment
POD	Points of Dispensing or Distribution
PPE	Personal Protective Equipment
PIO	Public Information Officer
SEOC	Emergency Response Team
SERT	State Emergency Operations Center
Sitrep	Situation Report
SMAA	Statewide Mutual Aid Agreement
SOP	Standard Operating Procedure
SRQ	Sarasota-Bradenton International Airport
SUS	State University System
THIRA	Threat and Hazard Identification and Risk Assessment

8. Glossary/Terms

Words, phrases, abbreviations, and acronyms relevant to Emergency Management should be defined. Many terms in emergency management have special meanings, so it is important to establish precise definitions. As such, the following definitions allow the users of this CEMP to share an understanding of the Plan:

Activation	When the Comprehensive Emergency Management Plan has been implemented, whether in whole or in part. Also, applies to activating the Emergency Operations Center.
After Action Report (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.
Capabilities	A competently performed internal activity that is developed through the deployment of the organization's resources. In other words, they are the collective skills, expertise, and alignment of the people in your organization.
CEMP	Comprehensive Emergency Management Plan. A CEMP contains policies, authorities, concepts 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.

COOP	Continuity of Operations Planning. The internal efforts 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.
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.
Declaration	<p>1 – The formal action by the President and or the Governor to make a state eligible for major disaster or emergency assistance.</p> <p>2 – The formal action by the University President to declare a disaster at the University and meet requirements for activating disaster spending accounts and disaster pay clauses in certain contracts.</p>
Disaster/Emergency Incident	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.
Emergency	<p>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.</p> <p>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.</p>
	A pre-defined physical location from which management officials coordinate information and resources in an emergency or disaster. It is equipped and staffed to provide support in coordinating and

Emergency Operations Center (EOC)	guiding emergency/disaster operations. EOCs are activated on an as-needed basis. It can be internal or external to a facility, with a secondary site defined in case the primary site is rendered unusable.
Emergency Support Function (ESF)	A functional area of response activity established to facilitate the delivery of disaster assistance required during the immediate response phase of an incident in order to save lives, protect property and public health, and to maintain public safety. ESFs represent those types of disaster assistance, which will most likely be needed because of the impact of a catastrophic or significant disaster and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to mirror state and federal response efforts.
Evacuation	Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.
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 emergency plan (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's Public Assistance Program helps reimburse local governments, state agencies, eligible private non-profit organizations and electric co-operatives for some expenses related to their emergency response measures.
Force Account	An applicant's own labor forces and equipment.
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 potential adverse events or conditions that could disrupt an organization's operation. It identifies, evaluates, and prioritizes 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.
Incident	A definite and separate occurrence. Usually a minor event or condition that is a result of 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 Command System (ICS)	A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.
Incident Commander (IC)	Under the Incident Command System (ICS), the person assigned to have overall responsibility for charge the response to an incident.
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	The procurement, maintenance, distribution, and transportation of material, facilities, services, and personnel.
Mass Care	The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people who have been displaced from their homes because of a disaster or threatened disaster.
Memorandum of Understanding (MOU)	A written understanding between two or more entities obligating assistance during a disaster.
Mutual Aid	As between two or more entities, public and/or private, the pre-arranged rendering of services in terms of human and material

	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 understanding between two or more entities obligating assistance during a disaster.
National Incident Management System (NIMS)	As the operational arm of the National Response Plan (NRP), NIMS provides a consistent nationwide approach for governments at all levels, commerce and industry, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity.
Personal Protective Equipment (PPE)	Equipment to protect a person working in a hazardous environment.
POD	Point of Dispensing, or Point of Distribution. Under a disaster response plan, POD identifies a location, facility, or agency assigned to dispense/distribute disaster response resources such as water, ice, food supplies, prophylaxis, etc.
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.
Public Information Officer (PIO)	A Federal, State, local government, or institutional official responsible for preparing and coordinating the dissemination of emergency public information.
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.
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.
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.
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.
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).
Standard Operating Procedure (SOP)	Complete reference document that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.
State of Emergency	A condition during which special precautions/actions will be necessary in order to adequately safeguard property and the health and lives of people within a community or organization.
Unified Command	An application of the Incident Command System (ICS) used when there is more than one agency with incident jurisdiction. Agencies work together through their designated Incident Commanders (ICs) at a single Incident Command Post (ICP) to establish a common set of objectives and strategies, and a single Incident Action Plan.
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.