



2020-2023 STRATEGIC PLAN

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Program Overview

Emergency Management (EM) is a University-wide function that coordinates activities to prevent, protect against, mitigate, respond to, and recover from disasters and emergencies affecting the University. Using an all-hazards approach, USF EM coordinates emergency operations to enhance a safe and secure environment that is conducive to living, learning, and working.

Emergency Management provides a unified approach to all public safety and emergency resources, provides effective and timely communications between all public safety entities, and serves as the University's single point-of-contact for management of emergency and crisis situations. Emergency Management is committed to serving our students, faculty, staff, and visitors through a variety of preventative and responsive programs and services.

Department of Emergency Management

The Senior Vice President for Business and Finance Delegates to the USF Vice President for Administrative Services, authority for the development, implementation, and management of the USF Emergency Management and Continuity of Operations Program. The Vice President for Administrative Services provides leadership and guidance in the implementation of emergency management initiatives across USF; provides resources to support USF emergency management programs; and delegates to the USF Assistant Vice President for Facilities Management responsibility for the management of the USF Emergency Management Program. The Assistant Vice President for Facilities Management directs and monitors all activity relative to USF's all-hazard disaster prevention, protection, mitigation, response, and recovery programs and assumes leadership under emergency conditions through direction of the USF Emergency Operations Center. When appropriate activates emergency preparedness, response, and recovery operations for significant crises and disasters for USF. The Assistant Vice President for Facilities Management delegates operational implementation of the USF Emergency Management Program to the USF Director of Emergency Management.

The USF Director of Emergency Management shall develop, implement and maintain the USF Emergency Management Program, including:

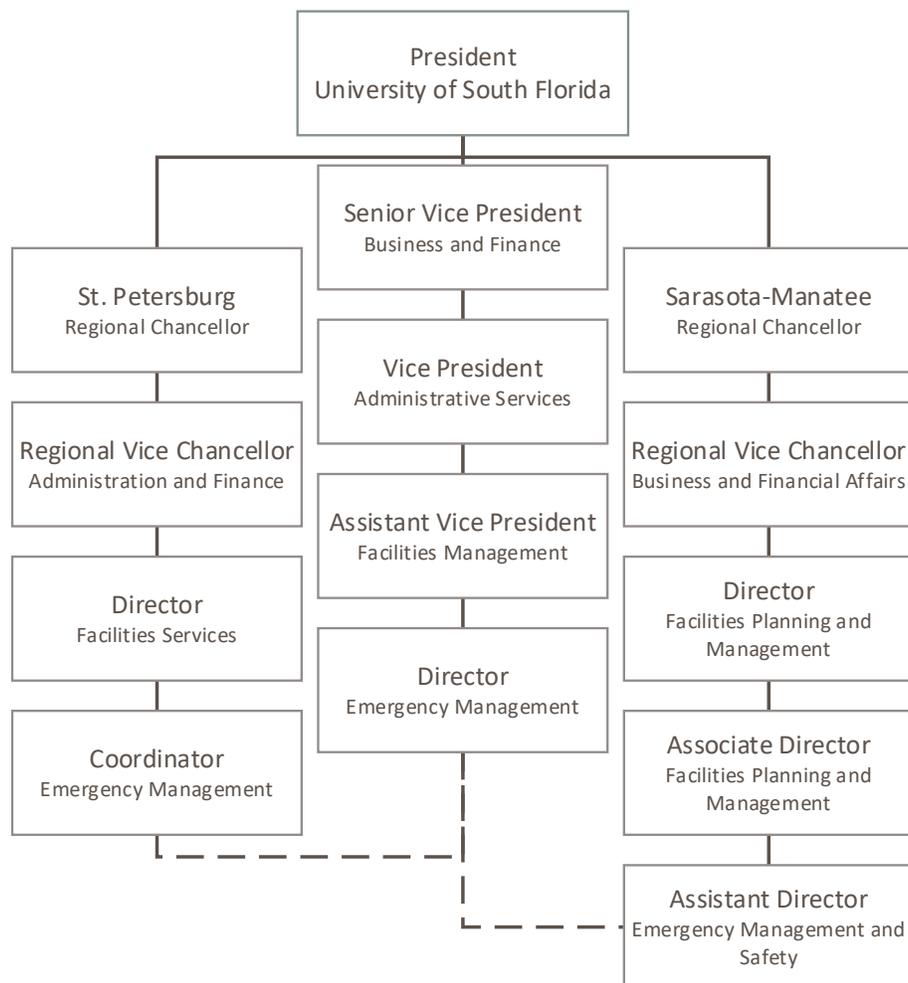
- Develop, maintain, implement, and coordinate the Comprehensive Emergency Management Plan (CEMP) in collaboration with designated individuals from campuses/entities
- Coordinate and manage the development and maintenance of academic and business Continuity of Operations (COOP) Plans across USF, with designated individuals from USF campuses/entities and locations.
- Collaborate with designated individuals from campuses/entities and locations to develop, direct, communicate, and manage USF emergency preparedness education campaigns for all students, faculty and staff.
- Serve as the conduit and liaison between all USF campuses/entities and locations in the interest of public safety and asset protection to ensure the academic and business practices of USF endure during crises and disasters.
- Develop, identify, and coordinate emergency preparedness training for USF officials responsible for implementing emergency management initiatives and conducting emergency operations.

2020-2023 Emergency Management Program Strategic Plan

- Acquire, analyze, and validate all-hazard information and intelligence which threatens or is likely to threaten USF personnel and assets.
- Evaluate, propose, coordinate, and implement new systems and procedures to warn USF personnel of hazards which may cause imminent harm, when practical.
- Coordinate emergency preparedness, response, and recovery operations for significant crises and disasters.
- Serve as the single point-of-contact to coordinate incident management system implementation.
- Chair the USF Critical Incident Planning Group (CIPG).
- Ensure compliance with all applicable federal, state and local requirements related to emergency management.

Branch Campus EM Liaisons

Branch campus EM Liaisons are responsible for coordinating emergency management plans for their respective branch institution, including Emergency Operation Plans and COOP plans and programs. The liaison also ensures that emergency operation personnel complete required trainings, manages initial response operations at the branch campus, and serves as a liaison to the Director of the Department of Emergency Management. The organization chart below depicts the reporting structure for emergency management at each campus.



Mission

Prevent, protect against, mitigate, respond to, and recover from disasters and emergencies that affect the University community to foster a safe and secure living, learning, and working environment.

Vision

LEADING THE NATION IN HIGHER EDUCATION EMERGENCY MANAGEMENT.

Values

As a University-wide entity, Emergency Management supports the University's Guiding Principles: BULLISH. These key values help to guide and shape the way the department conducts business and engages with stakeholders across USF. As noted on the University's BULLISH website (www.usf.edu/bullish), the BULLISH values are:

BOLD: WE ARE AGILE. WE THINK QUICKLY ON OUR FEET. WE ADAPT READILY TO OBSTACLES, AND LOOK FOR INNOVATIVE SOLUTIONS TO THE WORLD'S MOST CHALLENGING PROBLEMS.

UNITED: WE ARE STRONGER TOGETHER. WE COLLABORATE. WE SEEK NEW WAYS TO WORK TOGETHER AND MAXIMIZE EFFICIENCIES.

LEADERS: WE ARE COMMITTED TO THE EACH OTHER'S SUCCESS. WE NURTURE TALENT AND VALUE OPPORTUNITIES TO GROW AND DEVELOP PROFESSIONALLY. WE HOLD EACH OTHER ACCOUNTABLE.

LOYAL: WE TREAT EACH OTHER WITH RESPECT, TRUST AND INTEGRITY. WE DO WHAT WE SAY WE ARE GOING TO DO. WE ARE LOYAL TO EACH OTHER AND FOR THE GOOD OF THE SYSTEM.

IMPACTFUL: WE MAKE A DIFFERENCE. WE ARE TIED TO OUR COMMUNITIES. WE ARE GLOBAL CITIZENS. WE CATALYZE REGIONAL ECONOMIC DEVELOPMENT AND SUCCESS.

STUDENT-CENTRIC: WE WORK TOGETHER TO ENSURE THAT STUDENT SUCCESS IS AT THE CENTER OF EVERYTHING WE DO.

HIGH-QUALITY: WE HAVE PASSION FOR DELIVERING QUALITY SERVICE TO STUDENTS, FACULTY, STAFF, EMPLOYERS AND MEMBERS OF OUR COMMUNITIES.

Emergency Management is committed to developing *loyal* and competent *leaders* within the field of emergency management that champion and support the *united* efforts of our Critical Incident Planning Group, campus stakeholders, and community partners. These partners develop and implement *high-quality* and *bold* solutions to prevention, protection, mitigation, response and recovery matters that are *impactful* to the USF community while continuing to foster a *student-centric* environment through internship opportunities and outreach programs.

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Strategic Planning Process

The 2020-2023 Emergency Management Program Strategic Plan was developed to support strategic goals and objectives that facilitate the mission of the University and the Emergency Management Program.

This Strategic Plan was written to align with the University of South Florida System's Strategic Plan, which was updated in 2017, to ensure continuity with University goals and objectives. Through the planning process, heavy focus was placed on ensuring that goals and objectives were in support of the USF System's three strategic goals:

USF STRATEGIC GOAL #1:

LEVERAGE THE USF SYSTEM AND ITS CAPABILITIES TO ENABLE EACH MEMBER INSTITUTION TO SET MORE AMBITIOUS GOALS AND ACHIEVE GREATER SUCCESS THAN THEY WOULD OTHERWISE.

USF STRATEGIC GOAL #2:

ACTIVATE KEY CONSTITUENCIES TO PROVIDE VALUE TO OUR INSTITUTIONS, REGION AND THE STATE OF FLORIDA.

USF STRATEGIC GOAL #3:

BE WIDELY KNOWN FOR EXCELLENCE

A collaborative planning process was used by Emergency Management in the development of this strategic plan. Strategic goals and initiatives are derived from guidance from senior leadership and the Strategic Plan was reviewed by the University's Critical Incident Planning Group, an emergency management advisory committee comprised of internal and external University stakeholders, to ensure the mission, vision, analysis, goals, and objectives identified in the plan also aligned with the mission and priorities of the advisory committee. Members of the USF Executive Policy Group also contributed to the development of this plan.

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Road to Emergency Management Accreditation Program (EMAP)

A key factor to accomplishing the mission and vision of the USF EM program is undergoing the EMAP accreditation process. EMAP accreditation validates that the plans and procedures set forth by Emergency Management are consistent with our mission and will further advance us toward our vision. This objective has been adopted as one of the Vice President's Administrative Services' Strategic Goals, specifically Goal 2: Increase preparedness, compliance, and safety. The Administrative Services goals align with the University's strategic goals.

Administrative Services Goal 2 states the following:

"Enhance the USF System's five mission areas of emergency management: prevention, protection, mitigation, response, and recovery by undergoing the Emergency Management Accreditation Program (EMAP) process with the goal of achieving accreditation for the USF System's Emergency Management Program."

GOAL 2 ANNUAL MILESTONES

FY 2016-17

COMPLETE 5 OF 16 EMAP STANDARD AREAS TO ENHANCE OUR PROGRAM ADMINISTRATION AND EVALUATION, COORDINATION, STAKEHOLDER INVOLVEMENT, HAZARD IDENTIFICATION AND RISK ASSESSMENTS, AND HAZARD MITIGATION PROGRAMS. THIS WILL RESULT IN 31% OF STANDARDS MET.

FY 2017-18

COMPLETE 5 ADDITIONAL STANDARD AREAS TO ENHANCE OUR ADMINISTRATION AND FINANCE, LAWS AND AUTHORITIES, PREVENTION, COMMUNICATIONS AND WARNING, TRAINING, AND EXERCISE PROGRAMS. THIS WILL RESULT IN 63% OF STANDARDS MET.

FY 2018-19

COMPLETE NOTED GAPS IN DOCUMENTATION FROM FY 17-18 BY SEPTEMBER, 2018. COMPLETE 5 ADDITIONAL STANDARD AREAS TO ENHANCE HAZARD IDENTIFICATION, RISK ASSESSMENT AND CONSEQUENCE ANALYSIS, HAZARD MITIGATION, OPERATIONAL PLANNING AND PROCEDURES, INCIDENT MANAGEMENT, EMERGENCY PUBLIC INFORMATION AND EDUCATION. THIS WILL RESULT IN 88% OF STANDARDS MET.

FY 2019-20

COMPLETE 2 ADDITIONAL STANDARD AREAS TO ENHANCE OUR RESOURCE MANAGEMENT AND FACILITIES. THIS WILL RESULT IN 100% OF STANDARDS MET. A MOCK ASSESSMENT AND ASSESSMENT BY ACCREDITORS WILL BE ALSO BE CONDUCTED DURING THIS YEAR.

The success of this goal is greatly dependent on the coordination and engagement of all University Emergency Management Program stakeholders.

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Method of Analysis and Implementation

The Director of Emergency Management provides overarching direction and policy to Emergency Management programs at each of USF's institutions. Based on the needs and assessments at each institution, a comprehensive Strategic Plan is developed and reviewed for currency. Stakeholders from each USF campus review and prioritize the findings, and this data is used to validate the USF Emergency Management Strategic Plan. The USF Emergency Management program, governed by the Emergency Management Policy (USF System Policy 6-010), effectively maintains an Emergency Notification System, maintains mutually beneficial partnerships with many local organizations, and united key University stakeholders to plan for and respond to events.

While the program has achieved many successes, there remains an opportunity to finalize the Continuity of Operations (COOP) program, cultivating a more structured emergency communications procedure, increase exercise and training initiatives, conduct a comprehensive risk assessment of each campus, and strengthen the critical infrastructure program. Additional resources including facilities, staffing, and information management systems were noted critical to furthering the expansion and progress of the USF Emergency Management program. To ensure continuous improvement, USF's Director of Emergency Management program will continue to conduct an annual Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to assess relevancy of current goals and determine the need to add or replace goals current goals.

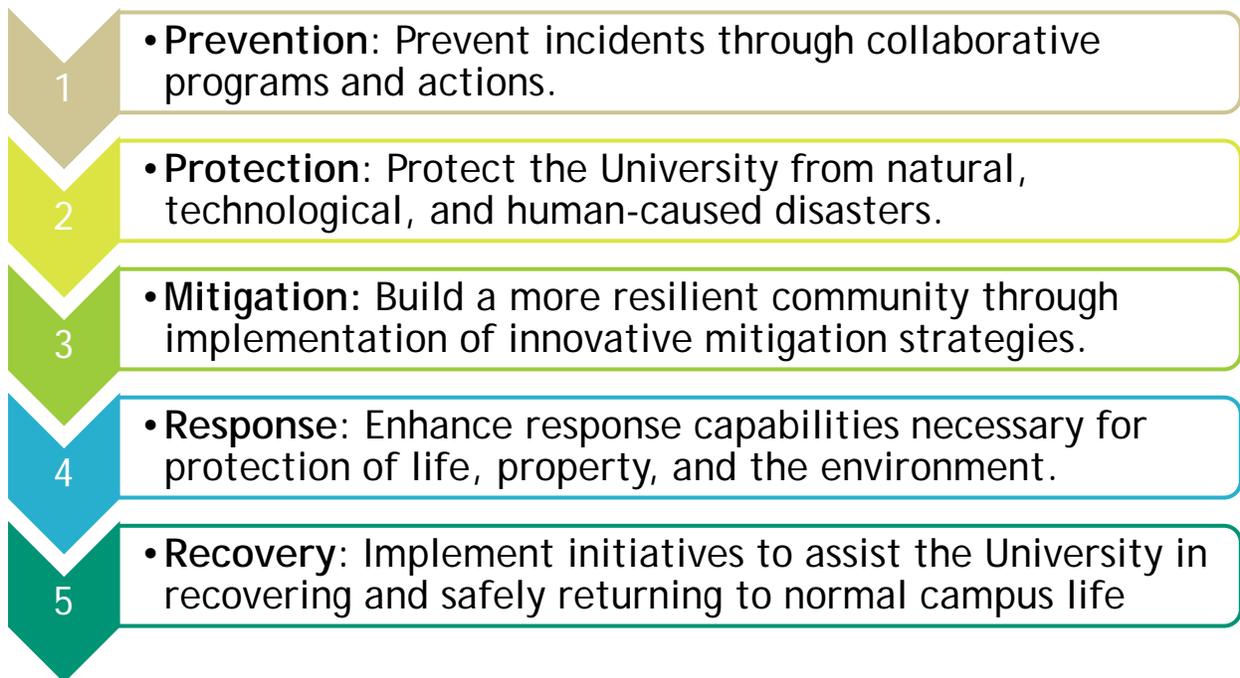
The strategic goals set forth in this document are incorporated into department priorities established at the beginning of each fiscal year. This is evident through budgetary allotments; scheduled department activities including but not limited to outreach, training, and exercises; and Emergency Management prioritized initiatives.

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Goals and Objectives

The first five chosen strategic goals align with the five mission areas established in the Federal Emergency Management Agency's National Preparedness Goal. Objectives and Milestones are established to provide a framework and deliberate approach to accomplishing the outlined goals.

USF EMERGENCY MANAGEMENT PROGRAM STRATEGIC GOALS



Goal 1. Enable prevention of incidents through collaborative programs.

Objective 1.1: Development of a Critical Infrastructure program

Milestone 1.1.1: Develop procedures for a Critical Infrastructure program by December 2022

Milestone 1.1.2: Prioritize facilities and begin conducting assessments by December 2023

Milestone 1.1.3: Continuously expand strategic partnerships to provide infrastructure protection at each USF campus

Objective 1.2: Involve the University community in prevention through public outreach

Milestone 1.2.1: Seek out and implement opportunities for coordinated outreach programming with other University departments by December 2022

Milestone 1.2.2: Expand the scope of outreach programs available to the University community by partnering with internal and external entities

Objective 1.3: Collaborate with other Institutions of Higher Education

Milestone 1.3.1: Continue to attend meetings to promote inter-institution communication

Milestone 1.3.2: Continuously facilitate information sharing between institutions of higher education

Milestone 1.3.3: Participate in training and exercises to learn practices from other institutions of higher education

Goal 2. Protect the University from natural, technological, and human-caused disasters.

Objective 2.1: Develop and enhance University emergency plans

Milestone 2.1.1: Maintain and update Continuity of Operations (COOP) plans at each campus by June 2023

Milestone 2.1.2: Continuously strengthen planning initiatives through cooperative coordination with stakeholders

Milestone 2.1.3: Exercise newly developed plans within the first 2 years of their development

Milestone 2.1.4: Create and share standard templates with emergency management departments at all USF campuses by July 2020

Milestone 2.1.5: Update plans and procedures using the standard templates and standardized language by December 2023

Milestone 2.1.6: Continuously evaluate and revise all emergency plans based on their designated schedule for revision and lessons learned from exercises and events

Objective 2.2: Strengthen partnerships with key internal and external stakeholders in order to enhance the “whole community” approach to emergency management

Milestone 2.2.1: Continuously engage stakeholders through the Critical Incident Planning Group and Emergency Management Teams

Milestone 2.2.2: Continuously cultivate working relationships with tenants at each campus

Milestone 2.2.3: Continue incorporating external stakeholders throughout the planning process

Milestone 2.2.4: Expand internal training opportunities available to external stakeholders by December 2022

Milestone 2.2.5: Participate in additional external training opportunities yearly

Milestone 2.2.6: Incorporate at least two exercises yearly directly involving external stakeholders into the Multi-Year Training and Exercise Plan (MYTEP) by the 2021 update

Objective 2.3: Expand and enhance alert and warning tools to reach a greater portion of the University population

Milestone 2.3.1: Add indoor notification system requirements to campus building standards by June 2022

Milestone 2.3.2: Re-evaluate outdoor notification capabilities by June 2022

Objective 2.4: Enhance the readiness of the University community

Milestone 2.4.1: Continuously improve preparedness through training and exercise opportunities based on threats and hazards identified in the USF Hazard Identification and Risk Assessment (HIRA)

Milestone 2.4.2: Improve decision communications to the University community while preparing for an event

Objective 2.5: Expand the resource management system

Milestone 2.5.1: Expand the resource management system to identify, maintain, and track resources for the greater university by December 2023

Milestone 2.5.2: Standardize emergency response resources across all USF campuses by December 2023

Milestone 2.5.3: Refine Resource Gap Analyses to better identify department needs before and during emergency response operations by June 2023

Goal 3: Build a more resilient community through development of innovative mitigation strategies.

Objective 3.1: Utilize various funding sources for completion of mitigation projects

Milestone 3.1.1: Continually evaluate the mitigation needs of the University and update the list of shovel ready projects

Milestone 3.1.2: Identify and apply for available mitigation funding sources as available

Objective 3.2: Mitigation Planning

Milestone 3.2.1: Continue to participate in and submit projects through the Local Mitigation Strategy working groups in Hillsborough, Pinellas, and Manatee counties

Milestone 3.2.2: Ensure each campus updates their local tracking documents with projects on the mitigation list.

Milestone 3.2.3: Incorporate mitigation projects into long-term planning initiatives by 2023

Goal 4: Enhance response capabilities necessary for protection of life, property, and the environment.

Objective 4.1: Enhance communication and situational awareness capabilities through technology and operational innovation

Milestone 4.1.1: Maintain an operational Emergency Operations Center at each campus

Milestone 4.1.2: Continue development of Veoci for effective collection and communication of information

Milestone 4.1.3: Continue to increase advanced training programs for Veoci users by December 2023

Milestone 4.1.4: Utilize more communication-sharing systems for the campus community

Objective 4.2: Codify operational procedures

Milestone 4.2.1: Strengthen operational procedures for the maintenance of training, exercise, planning, response, and recovery functions at each campus by June 2022

Objective 4.3: Refine the Essential Personnel Program to more effectively enhance emergency operations

Milestone 4.3.1: Update USF System Policy 6-037 by June 2022

Milestone 4.3.2: Identify and implement technology solutions to enhance personnel tracking by December 2023

Milestone 4.3.3: Develop procedures to accompany USF System Policy 6-037 by December 2023

Goal 5: Implement initiatives to assist the University in fully recovering and safely returning to normal operations.

Objective 5.1: Review and enhance recovery programs

Milestone 5.1.1: Refine Public Assistance procedures by June 2021

Milestone 5.1.2: Engage additional departments in and expand the COOP program to facilitate recovery by June 2022

Milestone 5.1.3: Ensure viability of USF System Recovery Plan by June 2022

Objective 5.2: Refine recovery efforts provided to the University community after an incident

Milestone 5.2.1: Ensure the University is properly equipped to provide support to the whole community after an incident by June 2023

Milestone 5.2.2: Enhance communication strategies and messaging for use post-incident by June 2023

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Assessment and Measurement

The success of the Emergency Management Program is greatly dependent on key stakeholder involvement; therefore, stakeholder input is critical in the development of this document. This Plan will follow the method and schedule for evaluation, maintenance, and revision as outlined in Department of Emergency Management SOP 1004, Plan Development and Maintenance. DEM will seek input from the Critical Incident Planning Group (CIPG), which will also assist in the preparation, implementation, evaluation, and revision of the Emergency Management Program per USF Policy 6-010, USF Emergency Management. Results and related initiatives are documented in the Emergency Management Program Annual Report.

BE PREPARED.

Get a kit.



Make a plan.



Be informed.

