

UCF Office of Emergency Management

2016 - 2021 Strategic Plan



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Record of Change

The following changes have been made to the UCF Office of Emergency Management Strategic Plan:

Change #	Section	Date	Individual Making Change	Description of Change
1.	Overview update	Sept. 2014	K. DeLater	Update position descriptions
2.	Accomplishments and Challenges	Sept. 2014	K. DeLater	Update to reflect recent accomplishments and challenges
3.	Strategic Goals	Sept. 2014	K. DeLater	Update to Goal 1, objective 2 and 3; Goal 2, title; Goal 3, objective 1; Goal 4, objective 1; and Goal 5, objective 1
4.	Mission and Vision Statements	April 2016	K. DeLater	Update to Mission and Vision statements
5.	Strategic Goals and Objectives update	April 2016	K. DeLater	Update to Goal 1: objectives 2, 3, and 4; Goal 2, title and Goal 2: objective 1; Goal 3 title and Goal 3: objective 1; Goal 4: objective 1; and Goal 5: objective 1
6.	Purpose section	April 2016	K. DeLater	Update purpose section to reflect updated Mission and Vision statements
7.	Overview section and OEM Responsibilities Chart	April 2016	K. DeLater	Update to show new OEM staff positions and related responsibilities
8.	OEM Organization Chart	April 2016	K. DeLater	Update to show new OEM staff positions
9.	Strategic Plan	April 2016	K. DeLater	Update to the entire Plan to reflect new five year plan covering 2016-2021
10.	Accomplishments	May 2016	K. DeLater	Update to reflect recent accomplishments
11.	Appendix A. OEM 5-Year Strategic Action Plan	May 2016	K. DeLater	Update to reflect current Goals and Objectives; added Mechanism column
12.	UCF Organization Chart	May 2016	K. DeLater	Updated to include new position and flow of contact

I. Introduction

Purpose

The University of Central Florida's Office of Emergency Management has developed the 2016-2021 Strategic Plan as an update to the 2015-2020 Strategic Plan to reflect new priorities. This plan is designed to identify the goals that the Office of Emergency Management strives to accomplish within the next five years. This plan also outlines strategies that will enable OEM to be THE model Disaster-Resilient University. This plan will facilitate the Office of Emergency Management in reaching their goals, and to improve the University's ability to mitigate, protect, and prevent against; respond to; and recover from natural, technological, and human-caused threats and hazards.



Overview

The University of Central Florida (UCF), founded in 1963, is the second largest university in the nation. UCF and its 12 colleges provide opportunities to almost 60,000 students, offering 183 bachelor and master degrees, as well as 29 doctoral programs.

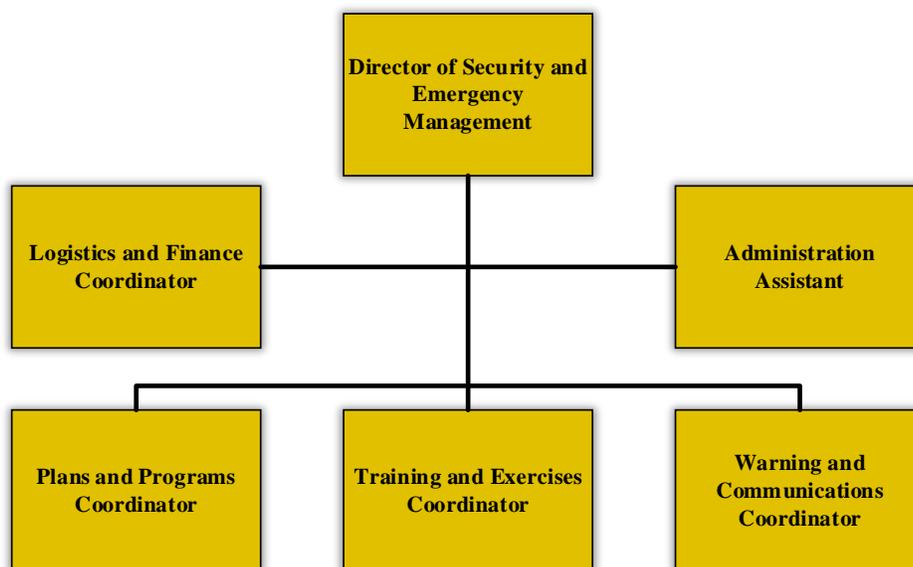
The Office of Emergency Management (OEM) prepares UCF for responding to, recovering from, and mitigating against any natural or manmade disaster or crisis. The OEM also strives to protect the well-being of UCF faculty, staff, students, and its community.

The OEM has divided its responsibilities into five categories: Homeland Security, Plans and Programs, Training and Exercise, Warning and Communications, and Logistics and Finance. Responsibilities for each category are as follows:

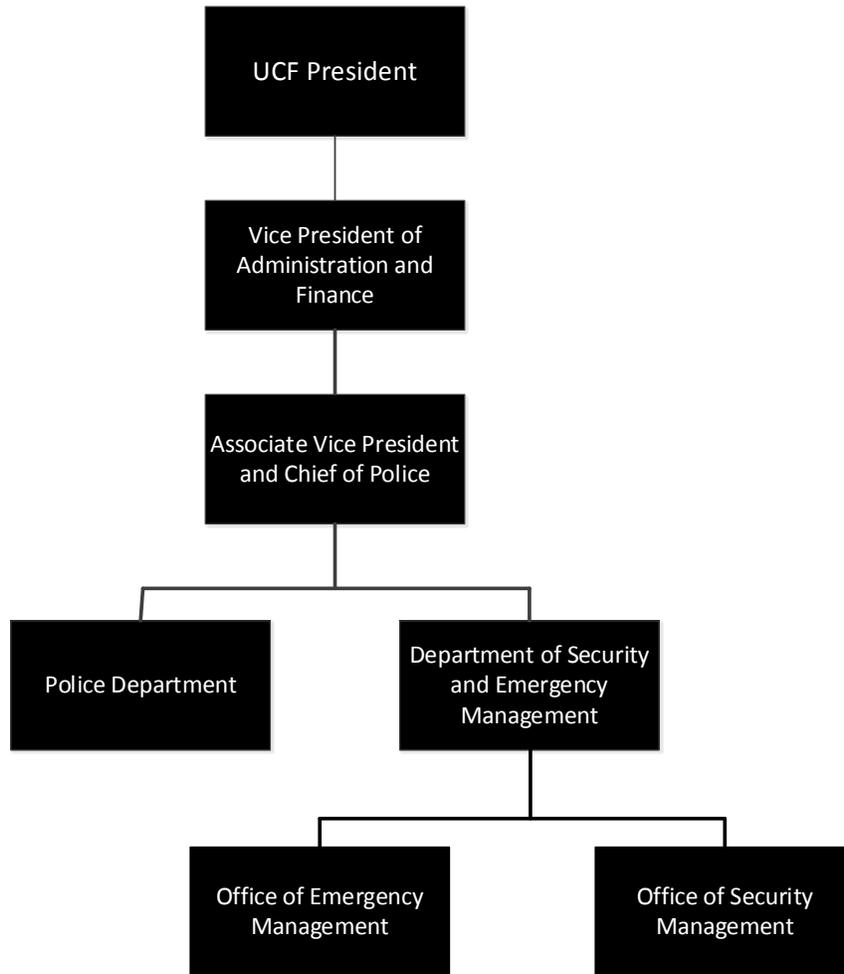
Homeland Security	<ul style="list-style-type: none">• Addressing Homeland Security responsibilities, which include:<ul style="list-style-type: none">○ Threat Assessments○ Vulnerability Assessments○ Force Protection○ Anti-terrorism○ Critical Infrastructure and Key Resources• Coordinating intelligence collection and sharing
Plans and Programs	<ul style="list-style-type: none">• Developing and maintaining security and emergency policies, manuals, protocols, and plans• Educating the UCF community on how to mitigate, prepare, respond, and recover from any emergency through literature and publications• Creating and distributing all EM plans and outreach handouts• Ensuring OEM has a presence in major University events• Developing and maintaining Standard Operating Procedures and Checklists
Training and Exercise	<ul style="list-style-type: none">• Providing training for individuals who have emergency management roles and responsibilities• Designing, planning, conducting, and evaluating HSEEP-compliant emergency exercises• Ensuring UCF's participation in exercises with other agencies

Warning and Communications	<ul style="list-style-type: none"> • Coordinating maintenance for and conducting training on Mass Notification Systems on campus to include: <ul style="list-style-type: none"> ○ UCF Alert (text message, email, and voice calls) ○ Indoor Mass Notification ○ Outdoor Mass Notification • Coordinating the issuance of emergency communication tools to include: <ul style="list-style-type: none"> ○ Satellite telephones ○ UHF radios ○ Mutualink • Attending construction meetings to ensure mass notification systems are being integrated per UCF building standards • Conducting quarterly tests of the UCF ALERT System
Logistics and Finance	<ul style="list-style-type: none"> • Ensuring vehicles, software, and all other resources in the EOC are maintained • Managing emergency financing during emergencies and disasters • Coordinating Public Assistance and campus recovery

The OEM currently staffs positions devoted to emergency management responsibilities. Additional positions within the department were created to expand the structure of the office and to help accomplish the goals outlined in the Strategic Plan of 2015-2020. These positions were Administration Assistant and Logistics and Finance Coordinator.



Additional organizational changes had an impact on OEM's operations. A new position was developed, the Associate Vice President and Chief of Police, a direct report to the Vice President for Administration and Finance. Additionally, The OEM now within the Department of Security and Emergency Management.



Mission

“To prepare the University of Central Florida by enhancing partnerships and coordinating all activities necessary to build, sustain, and improve the University’s ability to mitigate, protect, and prevent against; respond to; and recover from natural, technological, and human-caused threats and hazards.”

Vision

“To be the model Disaster-Resilient University.”



II. Mandates

The UCF's OEM operates under mandates from a variety of federal, state, and local statutes, as well as university rules and regulations. Because of the nature of the work involved in the emergency management field, and the amount of stakeholders impacted by OEM, all operations must be tailored accordingly. Mandates which the OEM must abide by are as follows:

- **Statutes**

Federal, State, and local statutes outline many requirements applicable to emergency management programs. Examples of such mandates are as follows:

- The Clery Act requires the university to provide timely warnings of those incidents that have an effect on the safety of the university community. As a result, mass notification technology and equipment is managed by UCF's OEM.
- The Federal Emergency Management Agency (FEMA) mandates that all emergency management functions comply with the National Incident Management System (NIMS) and the Incident Command System (ICS) if they wish to qualify for federal preparedness funding. Because UCF does accept federal funds, all required personnel and operations within the University must be compliant with NIMS and ICS. OEM provides training on these courses and helps to establish NIMS and ICS compliance on campus.
- Florida Statute Chapter 252 states that public universities must have a disaster-preparedness plan that outlines a comprehensive program to ensure continuity of essential state functions under all circumstances. The plan must clarify baseline preparedness measures for a wide range of potential emergencies in order to establish and perform essential functions during any given emergency or situation that may disrupt normal operations.

- **Board of Governors**

The Board of Governors 3.001 *Campus Emergency Management* has outlined mandates for all Florida State Universities. Those applicable to UCF's OEM are:

- To create and maintain a Comprehensive Emergency Management Plan and a Continuity of Operations Plan
- To establish communication protocols
- To maintain mutual aid agreements with other agencies
- To provide shelters on campus during disasters

- **University Rules and Regulations**

The OEM must abide by all university policies, ranging from those applicable to all university personnel, to those specifically concerning individual departments.

III. Accomplishments and Challenges

Accomplishments

One major challenge was identified in the 2015-2020 Strategic Plan: the lack of additional staff. This challenge was identified as hindering the ability for the OEM to achieve its outlined goals. By the end of 2014, this challenge had been overcome.

- Additional positions within the department were created to help accomplish the goals outlined in the 2015- 2020 Strategic Plan. These positions were Administrative Assistant and Logistics and Finance Coordinator. This change will improve OEM's capacity to achieve strategic goals pertaining to resource management.

The 2015-2020 Strategic Plan outlined Strategic Goals that the OEM wished to accomplish in order to fulfill its mission.

- One of the major accomplishments was the implementation of the UCF Continuity of Operations (COOP) program. The OEM successfully trained 19 departments, and finalized 19 COOP plans. In total, the OEM has assisted 35 out of 56 University mission-essential departments with the creation a department-level COOP plan. The remaining 21 departments are scheduled to create a COOP plan and undergo requisite training in 2016-2017. COOP is an effort within the individual departments to ensure the continued performance of mission essential functions during and after emergencies or provide timely resumption of critical operations.
- Another achievement was implementation of OEM's annual Knight Students Helping Advocate Resiliency in Emergencies (KNIGHTSHARE). OEM conducted three planning meetings with internal partners, created promotional material, and coordinated the logistical support. This week-long outreach event united public safety resources, first responders, and UCF departments with the UCF community to promote safety on and off-campus, with the long-term objective of instilling a culture of resiliency. The event offered training sessions, emergency notification testing and hands-on opportunities to learn about public safety resources within the central Florida region.
- Another accomplishment was the implementation of UCF's full scale exercise, Toxic Knight. This exercise demonstrated UCF's unique ability to work through a complex scenario while coordinating with internal and external role players. Toxic Knight involved diverse stakeholders that ranged from hospitals and faith-based organizations to local, state and federal agencies. The exercise revealed several key strengths and areas for improvement that will allow OEM to close the gaps and enhance core capabilities in order to fulfill OEM's vision and mission. The departmental budget enabled OEM to develop, conduct and implement a full-scale exercise that emulated a real-world incident.

Challenges

There are reoccurring challenges OEM will need to overcome in order to accomplish the goals outlined in this plan.

- Interoperable communications remains a significant challenge due to partners using different radio frequencies. Improvements must be made in order to facilitate communication and increase operational efficiency.
- Further education is required for critical personnel involved with the Emergency Support Functions (ESFs) within the Emergency Operations Center (EOC). Understanding the ESF's roles and responsibilities from an all-hazard approach is essential for an effective response effort.

IV. Strategic Goals

Goal 1: Response

Objective 1: Maintain a state-of-the-art Emergency Operations Center for the University

- ❖ Equip the EOC with mission-critical technology
- ❖ Obtain an EOC information management system

Objective 2: Improve response capabilities to planned and un-planned events

- ❖ Improve regional campus relations, plans, warning and coordination
- ❖ Access and implement IPAWS into the UCF warning system
- ❖ Reinforce partnerships with surrounding agencies (MOUs and MOAs)
- ❖ Incorporate a call center
- ❖ Improve shelter programs

Objective 3: Improve on-scene response capabilities

- ❖ Obtain communications and surveillance equipment for the Emergency Management fleet
- ❖ Conduct training and exercises to enhance on-scene response

Objective 4: Improve OEM staff capabilities

- ❖ OEM staff may participate in training and credentialing courses, events, and programs leading to CEM / FPEM certifications
- ❖ Enhance the Continuity of Operations (COOP) Program by expanding OEM staff to include a COOP Coordinator position

Goal 2: Prevention

Objective 1: Integrate all-hazards Comprehensive Emergency Management into the University's daily operations

- ❖ Continue to conduct and participate in Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercises, locally and regionally
- ❖ Continue to train the UCF community on all aspects of comprehensive emergency management
- ❖ Become more active with social media
- ❖ Continue campus outreach (awareness) programs
- ❖ Continue to develop University emergency plans

- ❖ Create a personnel safety application

Goal 3: Protection

Objective 1: Integrate protection into the university's daily operations

- ❖ Target harden vulnerable campus facilities
- ❖ Formalize an intelligence sharing process

Goal 4: Recovery

Objective 1: Ensure that the University can resume operations quickly after an event

- ❖ Enhance management policies and procedures for UCF Continuity of Operations Program
- ❖ Implement a process to recoup funds in the event of a declared emergency

Goal 5: Mitigation

Objective 1: Improve the University's ability to reduce vulnerabilities

- ❖ Develop a university-wide Local Mitigation Strategy (LMS) Committee
- ❖ Continue to participate in the Orange County LMS Committee

V. Implementation and Evaluation

Implementation Plan

The OEM is tasked with updating and submitting a strategic plan every three years. The OEM will submit the 2016-2021 Strategic Plan to the Associate Vice President for Safety and Security and Chief of Police and the Vice President of Administration and Finance. The OEM will be responsible for the actual implementation of all performance measures listed in this plan.

Evaluation Plan

The OEM will closely monitor the Strategic Plan and report the evaluation results on an annual basis. An annual report will be completed through OEM's Annual Assessment which is tied to the goals developed within this plan. An annual report will also be submitted to the Associate Vice President and Chief of Police in reference to the progression of the strategic goals.

Additionally, the OEM seeks regular feedback through stakeholder involvement from internal and external stakeholders. Internal stakeholders include fellow and partner UCF departments, while external stakeholders encompass emergency management departments within the Florida State University System (SUS).

Appendix A. OEM 5-Year Strategic Action Plan

Goal	Objective	Milestone	Expected Results	Status	Cost per Year	Mechanism
Response	Maintain a state-of-the-art Emergency Operations Center for the University	Equip the EOC with mission-critical technology	An inter-operational EOC	In-progress	Pending	Equipment
		Obtain an EOC information management system	An operational EOC	In-progress	>\$100,000	Equipment
	Improve response capabilities to planned and un-planned events	Improve regional campus relations, plans, warning and coordination	A 5-year plan for UCF regional locations	In-progress	> \$1,000,000	Equipment / Planning
		Access and Implement IPAWS into the UCF warning system	Improved warning system	In-progress	> \$5,000	Equipment
		Reinforce partnerships with surrounding agencies (MOUs and MOAs)	Improved response capabilities	In-progress	\$0	Training / Planning
		Incorporate a call center	Increased accuracy on response activities pertaining to specific incidents	In-progress	> \$20,000	Contract
		Improve shelter programs	Secured a safe environment for displaced individuals	In-progress	\$0	Planning
	Improve on-scene response capabilities	Obtain communications and surveillance equipment for the Emergency Management fleet	Mobile platforms with camera, radio and repeater	In-progress	\$100,000 start-up, \$20,000 after	Equipment
		Conduct training and exercises to enhance on-scene response	Improve interoperability and capabilities	In-progress	\$33,000	Training / Exercises
	Improve OEM staff capabilities	OEM staff may participate in training and credentialing courses, events, and programs leading to CEM / FPEM certifications	Certifications from IAEM, FDEM, and FEMA	In-progress	> \$10,000	Training
		Enhance COOP by expanding OEM staff to include a COOP Coordinator position	Staffed new position	In-progress	\$75,000	Personnel

Goal	Objective	Milestone	Expected Results	Status	Cost per Year	Mechanism
Prevention	Integrate all-hazards Comprehensive Emergency Management into the University's daily operations	Continue to conduct and participate in Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercises, locally and regionally	Completion of a Multi-Year Training and Exercise Plan	In-progress	\$0	Equipment / Training
			Improved interoperability with local, regional, state, and federal partners	In-progress	\$0	Equipment
			A full-scale exercise cycle every three years	In-progress	\$100,000 every three years	Planning / Equipment
		Continue to train the UCF community on all aspects of comprehensive emergency management	Improved Building Coordinator programs	In-progress	\$0	Training
			Required UCF personnel complete formal NIMS/ICS training	In-progress	\$0	Training
		Become more active with social media	Increase awareness of UCF OEM	In-progress	\$0	Personnel
		Continue campus outreach (awareness) programs	Hosted and participated in UCF awareness events	In-progress	\$20,000	Planning
			Lockdown/Shelter-in-Place plans established for UCF departments	In-progress	\$0	Planning
			An active Shots Fired website	In-progress	\$0	Planning / Personnel
		Continue to develop University emergency plans	Published CEMP and COOP Plans with completed annual reviews	In-progress	> \$10,000	Planning
		Create a personnel safety application	UCF specific personal / safety application	Pending funding	> \$50,000 First year, then \$10,000	Equipment

Goal	Objective	Milestone	Expected Results	Status	Cost per Year	Mechanism
Protection	Integrate protection into the university's daily operations	Target harden vulnerable campus facilities	Deterred potential threats	Pending funding	Pending	Equipment
		Formalize an intelligence sharing process	Build, train, and operate intelligence sharing network	In-progress	\$0	Planning
Recovery	Ensure that the University can resume operations quickly after an event	Enhance management policies and procedures for UCF Continuity of Operations Program	A 5-year COOP implementation plan	In-progress	\$75,000	Personnel
		Implement a process to recoup funds in the event of a declared emergency	Trained and exercised process	In-progress	\$10,000	Equipment
Mitigation	Improve the University's ability to reduce vulnerabilities	Develop a university-wide Local Mitigation Strategy (LMS) Committee	Identified mitigation projects for internal execution or external funding through inclusion in the County project list	In-progress	\$75,000	Personnel
		Continue to participate in the Orange County LMS Committee	Become eligible for hazard mitigation grant program funds, as available	In-progress	\$75,000	Personnel