**Table of Contents**

The UCF Office of Emergency Management ................................................................. 2
The Office of Emergency Management’s Mission: ...................................................... 2
The Office of Emergency Management’s Vision: ....................................................... 2
  * Staffing ................................................................. 3
  * Administration ........................................................... 3
  * Emergency Operations Center ................................................................. 4
  * Incident Response and Special Events ......................................................... 5
  * Critical Infrastructure .............................................................................. 6
  * Training ......................................................................................... 6
  * Exercises ...................................................................................... 7
  * Plans ............................................................................................. 7
  * Programs ...................................................................................... 8
  * Technology and Equipment ................................................................. 9
  * Cost Effectiveness .......................................................................... 9
  * Presentations and Conferences ............................................................... 9
OEM’s Contribution to UCF Goals ............................................................................ 11
The UCF Office of Emergency Management

“Protecting the wellbeing of UCF faculty, staff, students, and guests”

This document highlights the UCF Office of Emergency Management’s (OEM) major accomplishments for the fiscal year 2013-2014. It serves as a summary of the major achievements and goals that OEM has met. These goals are set by both the University, as well as OEM through strategic planning initiatives. Departmental actions and assessments are linked to these strategic plans, thus ensuring that we are continuously striving to achieve the University’s and department’s mission and vision.

The Office of Emergency Management’s Mission:

“To protect the University of Central Florida by facilitating the coordination and integration of all activities necessary to build, sustain, and improve the University’s ability to mitigate against, prepare for, respond to, and recover from natural disasters, acts of terrorism, or other manmade crises or disasters.”

The Office of Emergency Management’s Vision:

“To become the model disaster-resilient University for operations and preparedness in emergency management.”
Departmental Highlights

Staffing

FY 2013-2014 brought a number of positive enhancements to the UCF Office of Emergency Management’s (OEM) staff. In July 2013, the Emergency Management Assistant was promoted to an Emergency Management Specialist, responsible for the administration and logistics of the office. In December 2013, OEM increased its staff to include an Office Manager, responsible for the management of the day-to-day operations. In February 2014, the department hired a Warning and Communications Coordinator, responsible for the University’s mass notification system and OEM’s communication systems, and an OEM intern was promoted to an OPS Assistant Planner to assist with running the Continuity of Operations (COOP) Program and reviewing department Lockdown and Shelter-in-Place Plans. The office now consists of seven dedicated staff members, thus increasing OEM’s capabilities to prepare for any and all emergency situations.

In May 2014, the Office posted a position for an Assistant Director of Physical Security who will be responsible for managing the University’s card access and camera systems. This new position will work to consolidate these distributed systems into an enterprise management system in order to strengthen safety, increase security, create cost savings, and minimize risk and liability to the university.

OEM’s internship program continued to thrive over the past year, totaling its largest number of volunteer hours thus far. OEM staffed 11 student interns who contributed just under 2,000 hours of work with the office. These students assisted with special projects that could not have been completed without the extra assistance and many went on to achieve emergency management related careers upon graduation.

Office staff also assisted in the hiring process for the Safety and Security Coordinator of Accounting, as well as the News and Information/Police Department Public Information Officer (PIO).

In October, the Office of Emergency Management underwent an organization change when OEM and the UCF Police Department were removed from Facilities and Safety. This resulted in OEM becoming a direct report to the Associate Vice President and Chief of Police and required the office to take on additional Human Resources and financial responsibilities.

Administration

Much of the past year was spent improving the University’s recovery plans. In order to accomplish this task, OEM contracted with Witt O’Brien, a leader in emergency management services, to assist with training for EOC staff and with developing a plan concerning the Public Assistance and Reimbursement Processes.
This year also contained marked accomplishments concerning internal departmental processes. Eighteen checklists ranging from employee processing to incident operations were developed and finalized, and travel and purchasing documents were revised. Department staff also began developing Standard Operating Procedures (SOP) and position guides to promote continuity within the department.

OEM has begun reviewing the Emergency Management Accreditation Program (EMAP) requirements and working towards applying for accreditation. Multiple meetings with the Florida Division of Emergency Management (FDEM) were held to discuss the program and to evaluate the current progress. Significant progress was made in the development of a University-specific Hazard Identification and Risk Assessment (HIRA) and the development of specific policies empowering OEM.

A ground-breaking policy was passed by the UCF Policy Committee in June that establishes a formalized process for the identification and credentialing of Critical and Essential Personnel. Designated UCF staff members are responsible for supporting UCF during times of crisis and emergency, and this policy will ensure that the correct individuals are able to support when needed.

**Emergency Operations Center**

After just one and a half years of occupancy, UCF’s Emergency Operations Center (EOC) has continued to be a busy place. Multiple enhancements have been made, including the addition of two SMART boards, the addition of multiple monitors to assist in providing situational awareness to the EOC team, and the completion of a Media Room containing state-of-the-art equipment to conduct live press briefings. Situation Reports were developed and exercised to assist in promoting and capturing situational awareness during an activation.

For the first time, the EOC was used to coordinate assistance and situational awareness during UCF football season’s home games. Representatives from both UCF departments and partnership agencies (including the Central Florida Intelligence eXchange (CFIX) and Seminole County Emergency Management) coordinated resources and monitored social media and camera feeds throughout the tailgating events and games.

The EOC has also been a hot-spot for tours this year. As a part of the 2014 Florida Governor’s Hurricane Conference Higher Education Training Session, OEM provided a tour of the EOC and a presentation to Emergency Managers at institutions of higher education to discuss design aspects.
and integration into higher education emergency operations. Highlights of additional tours include:

- City of Orlando Emergency Management
- Darden Corporation Security
- Emergency Management Student Association at UCF
- Florida Atlantic University Police Department
- Florida Polytechnic University
- Lockheed Martin Executives
- Orange County Emergency Management
- Orange County Public Schools
- Regional Domestic Security Task Force Region 5 Incident Management Team
- Seminole County Emergency Management
- State University System Communicators
- State University System Student Affairs Vice Presidents
- UCF Administration and Finance
- UCF Athletics
- UCF College of Medicine Enterprise Group
- UCF Criminal Justice Program (international students)
- UCF Facilities and Safety
- UCF International Studies
- UCF Office of Research and Commercialization
- UCF Office of Student Conduct
- UCF News and Information
- UCF Provost
- UCF Success for Women Faculty
- UCF Student Development and Enrollment Services Leadership Team
- UCF University Relations

**Incident Response and Special Events**

OEM was involved in a number of responses to various emergencies and events, highlighted below:

- Attended and staffed all 2013-2014 UCF Game Day Operations by providing Incident Command and Resource Support at the Mobile Command Trailer, EOC, and Brighthouse Networks Stadium
- Attended conference calls and prepared campus for Tropical Storm Karen
- Activated UCF EOC to a level 2 for two Florida Disaster Declarations: Tropical Storm Debby and Hurricane Isaac
- Activated UCF EOC to a level 2 for former President Bill Clinton’s speech at a UCF graduation
- Activated UCF EOC to a level 2 for Travon Martin Case
- Monitored the West Baptist Church Protest from the EOC
- Deployed to the CREOL HazMat Release
- Coordinated response to the Game Day Power Outage
Critical Infrastructure

OEM was hand selected to participate in the United States Department of Homeland Security (DHS) Critical Infrastructure Rapid Survey Tool Pilot Program for the United States. An assessment was taken of the Water Chiller Plant to test the requirements and technological aspects of the system. The new program will replace the previous database where critical infrastructure information is stored for the nation.

OEM staff re-evaluated critical facilities owned or operated by UCF and audited data maintained in the Automated Critical Asset Management System (ACAMS) database, the nation’s database for critical infrastructure assessment information. This increased the response capabilities of UCF and partner first responders and allowed UCF to evaluate the current protection of these facilities.

Training

OEM continued to provide and host training courses to increase the University’s capability to respond to disasters and emergencies. The types of training courses range from ensuring UCF staff are National Incident Management System and Incident Command System certified, to Storm Spotter training for the greater central Florida community. A summary of these training courses can be found below:

- The National Weather Service hosted the Storm Spotter and Hazardous Weather Awareness Training and the Advanced Storm Spotter Training Courses at UCF
- Over 850 UCF faculty, staff, and students received training in the UCF Alert / Shots Fired program, hosted in partnership with the UCF Police Department.
- OEM maintained employee training record database was entered into PeopleSoft for NIMS/ICS classes, Shots Fired, and CERT training courses.
- OEM staff instructed over 28 hours of Incident Command courses (300/400) in partnership with Orange County Emergency Management
- OEM hosted a total of 23 training courses on campus
- OEM hosted four sessions of In-Service training to UCF Police on OEM staff and capabilities

OEM has worked hard this year to further promote and develop the UCF Campus Emergency Response Team (CERT). The team was recently opened to include Faculty and Staff members, as well as students, which resulted in 44 new members receiving training over two week-end long courses. The new team acquired new officers and were able to assist UCF Police at graduations this past summer.
**Exercises**

OEM continued to expand its exercise program. This year the exercise program placed a greater emphasis on internal drills to test equipment but continued to partner with the greater central Florida emergency management community. OEM conducted or participated in 22 exercises this year, including exercises in collaboration with Seminole County, Florida Region 5, Seminole State College, Rollins College, Orange County, Florida State University, and University of Florida.

The chart below identifies highlights of the exercises that OEM participated in this year, as well as the level of participation:

<table>
<thead>
<tr>
<th>Exercise</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics Game Day Workshop</td>
<td>Facilitators, Players, Recorders, Observers</td>
</tr>
<tr>
<td>Student Union Shelter Drill</td>
<td>Facilitators, Evaluators</td>
</tr>
<tr>
<td>Math Department Shelter Drill</td>
<td>Facilitators, Evaluators</td>
</tr>
<tr>
<td>2013 HURREX 2 – Functional</td>
<td>Facilitators, Evaluators</td>
</tr>
<tr>
<td>Seminole State College Exercise</td>
<td>Controllers, Evaluators, Players</td>
</tr>
<tr>
<td>College of Arts and Humanities Shelter Drill</td>
<td>Facilitators, Evaluators</td>
</tr>
<tr>
<td>Rollins College/Winter Park Full Scale Active Shooter</td>
<td>Evaluators, Controllers</td>
</tr>
<tr>
<td>AFIA Workshop</td>
<td>Facilitators</td>
</tr>
<tr>
<td>Sunrail Tabletop</td>
<td>Facilitators</td>
</tr>
<tr>
<td>Region 5 Mass Casualty Exercise</td>
<td>Controllers, Evaluators</td>
</tr>
<tr>
<td>CERT Disaster Simulation I</td>
<td>Controllers, Evaluators</td>
</tr>
<tr>
<td>CERT Disaster Simulation II</td>
<td>Controllers</td>
</tr>
<tr>
<td>FEMA Cybersecurity Virtual TTX</td>
<td>Participants</td>
</tr>
<tr>
<td>UF Active Reaction Functional</td>
<td>Controllers, Evaluators</td>
</tr>
<tr>
<td>FSU Full-Scale Operation Deep Freeze</td>
<td>Evaluators</td>
</tr>
<tr>
<td>Alerting Anxiety Virtual TTX</td>
<td>Facilitators, Participants</td>
</tr>
<tr>
<td>MCT Communications Test – Softball Field</td>
<td>Evaluators</td>
</tr>
<tr>
<td>MCT Communications Test – Lake Nona</td>
<td>Evaluators</td>
</tr>
<tr>
<td>MCT Communications Test – Rosen</td>
<td>Evaluators</td>
</tr>
<tr>
<td>ESF 5 Exercise</td>
<td>Participants</td>
</tr>
<tr>
<td>Active Shooter Response</td>
<td>Participants</td>
</tr>
<tr>
<td>FDLE RLECT</td>
<td>Participants</td>
</tr>
</tbody>
</table>

**Plans**

Due to the tragic event at Tower 1 in March, 2013, OEM saw a significant increase in the request for department-level Lockdown and Shelter-in-Place Plans. This prompted the office to devote additional time and resources towards this planning program. OEM assisted 20 new departments in the development of Lockdown Plans, 9 of which were completed and finalized this year.
OEM also re-wrote the University’s Continuity of Operations Plan for 2014 to include a University-wide approach to continuity planning. This included the development of a Multi-Year Strategy and Program Management Plan to outline the management of the Continuity Program.

Additionally, the following emergency plans were initiated:

- Emergency Recall Plans for August 2013, February 2014, and June 2014
- 2014 Utilities Emergency Response Plan
- 2014 Disaster and Emergency Reimbursement Plan

**Programs**

OEM received ratings of “Exceptional” for both its FY 2012-2013 Assessment Results Report and its FY 2013-2014 Assessment Plan and added an additional outcome and two measures for this assessment period. The chart below identifies the current data being tracked:

<table>
<thead>
<tr>
<th>FY 2013-2014 Assessment Tracking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>2013-2014 Assessment</td>
</tr>
</tbody>
</table>

In March 2014, OEM hosted the second annual KNIGHTSHARE Expo which included training courses and a large public outreach designed to help better prepare the UCF community to handle disasters and emergencies. OEM partnered with UCF departments including Environmental Health and Safety, Police Department, Victim Services, and News and Information to host the event. The public outreach event featured static displays of response vehicles from 18 different public safety agencies on memory mall, including the landing of a Seminole County Sheriff’s Office helicopter! Multiple news agencies covered the event and remarked on UCF’s commitment to safety. Highlights of additional public outreach efforts and preparedness programs include:

- 2013 New Faculty Orientation
- 2013 SET Program
- 2013 Welcome Expo
- 2013 Safety Fair
- 2013 Campus Safety Awareness Month – Safety Fair
- 2014 CFE Arena Touch-a-Truck event
- 2014 Seminole County Severe Weather Awareness Week
- 2014 Scout Show
- 2014 Emergency Guide Update
Technology and Equipment

UCF received funds from an Urban Area Security Initiative (UASI) grant, maintained by Seminole County Emergency Management, to purchase Mutualink hardware enabling OEM to communicate across multiple platforms with local law enforcement agencies.

OEM expanded its mass notification system to include additional indoor notification capabilities. A project was completed this year that tied the Performing Arts Building’s Theatre section into the UCFAlert system.

The UCF Mobile Command Trailer (MCT) was upgraded to include a Mobile Repeater from Computer Services and Telecommunications (CS&T) that will allow for additional coverage on the UCF campus radio system during times of deployment. A satellite communications system was also added to the MCT increasing back-up communication capabilities in the event of communication failures.

Cost Effectiveness

OEM collaborated with UCF Finance and Accounting, UCF Purchasing, and the UCF Facilities and Safety Business Office to develop the first Emergency Financing Department – an auxiliary account used to fund disaster and emergency related purchases. The department operates through a formalized SOP directing all purchases to be submitted through a formal, committee-managed, approval process to ensure financial accountability.

In order to better track disaster related resources, OEM worked with UCF Human Resources (HR) to develop a reporting code used to track employee disaster related work hours. This process was designed to align with the Federal Emergency Management Agency’s (FEMA) public assistance process which reimburses public institutions during presidentially declared disasters.

OEM obtained 58 radios through a donation from CS&T, saving the department over $36,000. The radios will be issued out to UCF departments during emergency and disaster response to assist increase interoperability across campus.

UCF was awarded $84,975 in State Homeland Security Grant Program grants which were used upgrade the UCF Police Radio systems and to add bollards to Bright House Networks Stadium through target hardening projects. The total cost for the projects was $178,767.52.

Presentations and Conferences

OEM was represented at a number of presentations and conferences throughout the past year, due to the notability and continued success of UCF’s Emergency Management Program. During the University of Florida exercise, OEM was asked to present to UF leadership about the Tower 1 Incident and lessons learned from the event. OEM was also asked to provide a presentation about Tower 1 at the SUS Crisis Management Conference in July, where leadership and public
safety officials from SUS colleges came together to discuss the March 18\textsuperscript{th} incident and formally present the After Action Report.

The Plans and Programs Coordinator organized and facilitated the higher education track of the Florida Governor’s Hurricane Conference for the second year in a row. The conference was held in Orlando, Florida and was attended by all UCF Emergency Management staff. The Plans and Programs Coordinator, Training and Exercises Coordinator, and Director presented at the Higher Education Training session which combined presentations and workshops to highlight and identify best practices for use of resources, program management, plans, programs, and exercises. Two interns from OEM were awarded scholarships to attend GHC workshops and networking opportunities. In addition, the Director of Emergency Management served on the Governor’s Hurricane Conference Student Scholarship Committee for the 5th consecutive year, providing scholarships to students aspiring to pursue careers in the field of emergency management.

Additional participation with conferences and presentations include:

- OEM’s Director was one of four panelists for the 2013 Life-Safety Technological Summit – more than 80 people participated and the focus was on physical security
- OEM’s Director participated as a guest speaker on a webcast hosted by Campus Safety Magazine called “Key Takeaways from Active Shooter on Campus: A Panel Discussion” – more than 400 people participated
OEM’s Contribution to UCF Goals

Offer the best undergraduate education available in Florida

UCF’s Office of Emergency Management (OEM) continued to increase its partnership with the School of Public Administration within the College of Health and Public Affairs (COHPA). The Director and Plans and Programs Coordinator served as Adjunct Instructors in the undergraduate Emergency Management/Homeland Security Minor and instructed the Introduction to Emergency Management and Homeland Security course during the Fall and Spring Semesters. Both the Director and Plans and Programs Coordinator also served on the program’s Advisory Committee and contributed to developing the Emergency Management and Homeland Security program’s first Strategic Plan.

Become more inclusive and diverse

OEM staff members participated in a number of diversity events and training throughout the year, including “UCF Actions to Prevent and Correct Discrimination,” “Gender Differences in Communication,” and “Performance Standards for UCF’s Cultural Competencies.”

UCF’s Office of Emergency Management attended Seminole County Emergency Management’s first Severe Weather Week event. OEM staff provided tours of the UCF Mobile Command Trailer and handed out public safety information to citizens at the day-long weekend event.

UCF’s Office of Emergency Management was awarded and recognized on April 8, 2014 for outstanding contribution in promoting accessibility at UCF and collaborative efforts with Student Disability Services during the 2013-2014 academic year.

Be America’s leading partnership university

UCF’s Office of Emergency Management participated as evaluators for the 2014 Central Florida Medical Surge full-scale exercise, the largest full-scale exercise in central Florida history. OEM evaluated the capabilities of emergency rooms receiving patients, hospital command staff, decontamination efforts, Intensive Care Units and Surgical Units, and Emergency Operations Center management.

OEM staff instructed over 28 hours of Incident Command courses in partnership with Orange County Emergency Management to external and local first responders.
OEM hosted and coordinated monthly conference calls with Emergency Managers from the SUS to share best practices and discuss emerging issues in the Higher Education Emergency Management field.