

Comprehensive Emergency Management Plan

*A Broad Emergency Management Program Overview
for all NSU Campuses and Community Members*

Revised May 2024
Nova Southeastern University
Office of Public Safety

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George L. Hanbury II, Ph.D.
President/Chief Executive Officer

May 17, 2024

Dear Members of the NSU Community,

Nova Southeastern University (NSU) is committed to protecting the welfare of all its community members and has been diligently working on emergency training and preparedness procedures in coordination with law enforcement. NSU's Comprehensive Emergency Management Plan (CEMP) is a dynamic and living plan, which addresses the challenges and responsibilities of pre-event mitigation as well as post-event recovery. Established under and in accordance with local, state and federal authorities, this plan outlines an all-hazards approach to a comprehensive emergency management system aimed at reaching the following goals:

1. Reduce the vulnerability of people and facilities.
2. Prepare for prompt and efficient response and recovery.
3. Respond to emergencies utilizing an all-systems plan and available resources.
4. Ensure rapid recovery from emergencies and orderly start of rehabilitation.
5. Provide a comprehensive emergency management system that outlines pre-emergency preparedness, mitigation, post-emergency response, and recovery.

With the knowledge that the most timely and appropriate responses can best occur when a well-documented plan has been implemented and integrated throughout the university, I encourage you to use this document as a guide in developing your own detailed plans. Although the NSU Public Safety Department is charged with coordinating the emergency planning efforts at all our campuses (including regional campuses), all members of the NSU community should understand their role in emergency situations. Therefore, I urge you to review this plan and support our efforts to protect our visitors, students, faculty and staff members in the event of an emergency.

Sincerely yours,

George L. Hanbury II, Ph.D.
President and Chief Executive Officer

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2 | Promulgations and Signatures


This Comprehensive Emergency Management Plan (CEMP) establishes Nova Southeastern University's (NSU's) framework approach to all four phases of emergency management.

- a) mitigation (threat assessment, prevention, and protection)
- b) preparedness
- c) response
- d) recovery (continuity)

Emergency management is a continuous priority at NSU that requires the engagement of all community members. Active emergency management programs, activities, and efforts are not only important when faced with a disaster, they are important here and now. Mitigation, preparation, and planning efforts must be conducted regularly during times of normalcy, as they have a direct and significant correlation to the efficiency and effectiveness of response, continuity, and recovery operations when a disaster impact occurs.

All NSU community members, including faculty, staff, students, and others, shall

- have a working knowledge of their responsibilities, functions, and required actions as outlined in this CEMP, the *Emergency Response Guide* (ERG), their respective campus emergency operations plans (EOP), and their respective unit/subunit emergency and continuity plans, which encompass any applicable policies and procedures.
- ensure completion of all required training and participation in all scheduled exercises.
- consider completing National Incident Management System (NIMS) courses, an essential training component for all community members who have any emergency role or responsibility.
- take an active role in contributing to university-wide emergency management efforts.



George L. Hanbury II, Ph.D.
President/Chief Executive Officer
Nova Southeastern University

May 17, 2024

Date

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5 | Executive Summary

The Comprehensive Emergency Management Plan (CEMP) establishes the general framework that Nova Southeastern University (NSU) utilizes to mitigate against, prepare for, respond to, and recover from all hazards that could potentially impact NSU community members and NSU facilities. The CEMP outlines the responsibilities and coordination mechanisms of university programs, personnel, units/subunits, and NSU first responders during an emergency or disaster.

The CEMP unifies emergency management efforts for all NSU campuses, units/subunits, and community members through standardized concepts established by the National Incident Management System (NIMS). The use of NIMS is federally mandated for local, state, and federal government agencies, and has been integrated into nearly all major response and recovery systems. Emergency management leadership at NSU utilizes Incident Command System (ICS) principles from NIMS to ensure that all units/ subunits and support entities are assigned appropriate roles and responsibilities in a hybrid Emergency Support Function (ESF) system. NSU's CEMP is compatible with the Broward County and state of Florida CEMP, the National Response Framework, and several established standards and best practices. The CEMP is also in agreement with the latest criteria issued for CEMP revisions by the State of Florida Division of Emergency Management (FDEM) and Florida Statute Chapter 252 and FAC Rule 9G-6 and 9J-5.

Purposes of the CEMP

- Establishes official NSU strategies for mitigation, preparedness, response, and recovery.
- Provides an all-hazards organizational structure for emergency operations at NSU.
- Establishes basic direction and control for all levels of disaster response and recovery at NSU, while creating a consistent unified approach to emergency management
- Assigns specific functional responsibilities to appropriate units/subunits and community members.
- Describes how resources are coordinated and utilized.
- Emphasizes information sharing across all NSU units/subunits and community members.

The CEMP is a compilation of several documents in ascending level of specificity, including

- this university-wide Comprehensive Emergency Management Plan (CEMP)
- campus* emergency operations plans (EOP) containing threat- or hazard-specific annexes.
- unit/subunits emergency and continuity plans
- the Community Member Emergency Response Guide (ERG)
- community member personal-level preparedness plans
- policies, procedures, and guidance documents at any level that correspond with any of the above

**Note that this CEMP uses the term “campus” to refer to NSU campuses, regional campuses, and sites.*

Figure 1 shows the relationship and structure between all key emergency management documents.

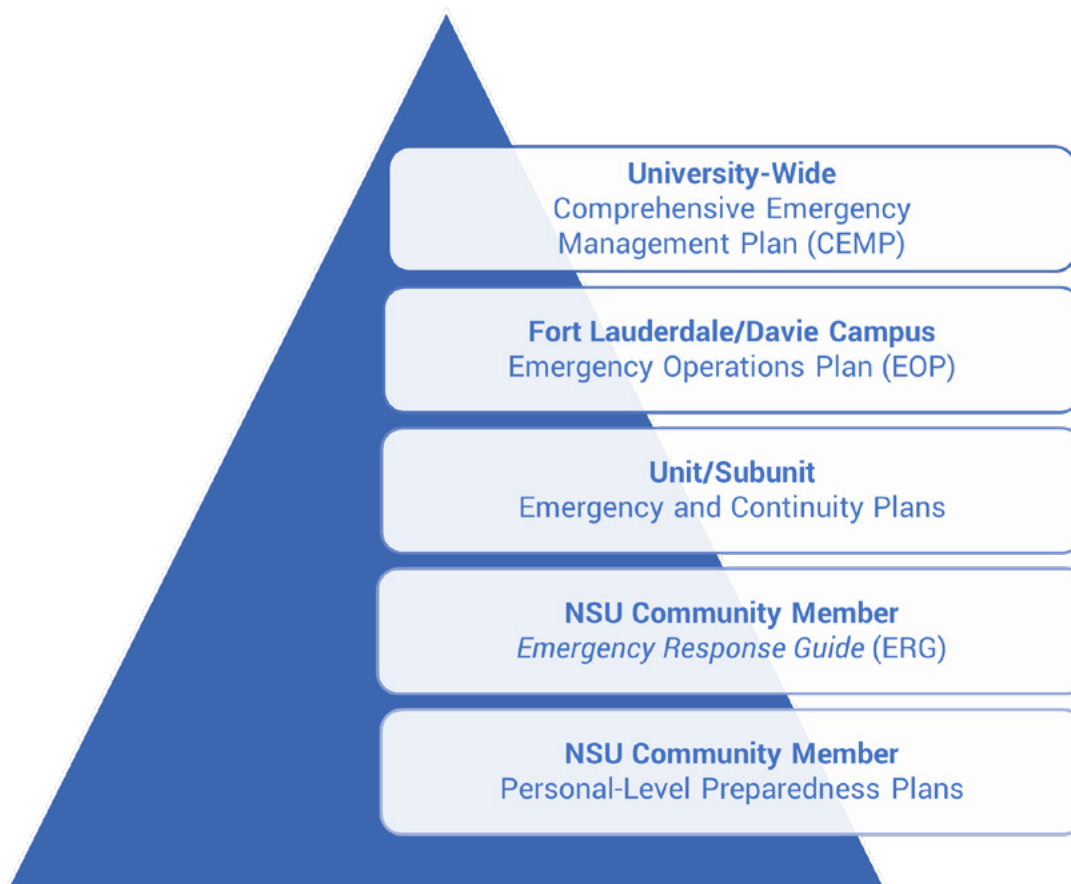


Figure 1: Overall CEMP Structure

Note: There are policies, procedures, and guidance documents associated with each key document.

6 | Introduction

6.1 Background

Nova Southeastern University's first institution-wide emergency management plan, the Emergency Operations Procedures Manual (EOPM), was developed in 2004 by the NSU Public Safety Department to serve as the foundational document for guiding disaster response and recovery operations at the university. The EOPM underwent periodic updates and enhancements over the course of nearly a decade, gaining a new level of support and expertise in 2006 with the creation of NSU's Center for All-Hazards Preparedness, and in 2012 with the creation of NSU's Task Force on Crisis Intervention. However, considering the advances in emergency management theories and processes, as well as newly emerging trends and threats, NSU's emergency management authorities determined that a new planning approach was needed.

Therefore, over the course of the 2013 calendar year, NSU emergency management authorities collaboratively worked to develop and transition into this plan. The CEMP embraces an all-hazards approach to mitigation, planning, response, continuity, and recovery, while incorporating new standards such as the National Incident Management System (NIMS), as well as the best practices and lessons learned from numerous past emergencies and disasters. The CEMP is reviewed annually.

6.2 Purpose

The CEMP provides direction to NSU for all four phases of emergency management

- a) mitigation (including threat assessment, prevention, and protection)
- b) preparedness
- c) response
- d) recovery

This document establishes official emergency management policy for NSU, inclusive of all campuses, units/subunits, employees, and students, to pre-identify, mitigate against, prepare for, respond to, and recover from all emergencies and disasters affecting the university. The ultimate intent is to protect lives and property through the most effective and efficient use of university and community resources.

In addition, the CEMP supports the general ability of NSU's emergency management authorities to provide direction and control during any large-scale incident and facilitates the development of supportive plans and documents such as campus-specific emergency operations plans (EOP) and unit/subunit-specific emergency and continuity plans and standard operating procedures (SOP), which identify specific functions, missions, procedures, and activities.

6.3 Scope

The CEMP's scope encompasses

- a) all NSU property, buildings, and grounds, whether owned, leased, or utilized
- b) all NSU community members, including, but not limited to, students; faculty and staff members; patients; parents; visitors; contractors; vendors; alumni; donors; supporters; neighbors; partners; affiliated government entities; and any other person or entity with an interest in, or involvement with, the university

- c) all incidents that have any effect on NSU operations

6.4 Objectives

The CEMP's objectives encompass

- a) incident stabilization and protection of life and property from disasters and emergencies to the maximum extent possible through threat assessment, mitigation, preparedness, response, continuity, and recovery activities
- b) an integrated, all-hazards, risk-based approach to emergency management
- c) resuming affected university functions as quickly and safely as possible following a disaster impact
- d) providing broad emergency management program policy, oversight, coordination, and situational awareness to all NSU community members, as well as a broad and diverse group of established university partners
- e) providing an efficient and effective organizational structure for emergency response and recovery efforts
- f) coordinating emergency operations within the university
- g) managing the preparation, mobilization, staging, utilization, and demobilization of major university resources, as well as external resources available for use
- h) supporting the understanding and utilization of NIMS/Incident Command System (ICS) principles
- i) enhancing and centralizing emergency preparedness processes through standardized planning, training, and exercising
- j) expanding and implementing strategies to achieve multidimensional and redundant emergency communications capabilities
- k) creating a community-wide culture of preparedness by improving awareness and knowledge of what to do before, during, and after major emergencies
- l) building local, state, national, and private partnerships with other entities that share a vested interest in the continuous enhancement of emergency management

6.5 Planning Assumptions

The following planning assumptions were considered in the development of the CEMP:

- a) A disaster may occur at any time, and with little or no warning, and it may escalate rapidly.
- b) Disasters differ widely in character, including magnitude, severity, duration, onset, distribution, area affected, frequency, and probability.
- c) The succession of events leading up to and encompassing an emergency or disaster are not predictable. Therefore, the CEMP and its associated components should only serve as a general guide and may require significant modification and adaptation for any specific emergency or disaster.
- d) The effects of an emergency or disaster may extend beyond university boundaries and indefinitely into the surrounding community, significantly impacting life, property, infrastructure, organizations, economic structures, and social systems.
- e) Emergency incidents begin at the lowest jurisdictional level. Therefore, most emergencies impacting NSU will begin at the campus level.

- f) Effective disaster preparedness requires continual public awareness and self-preparation.
- g) Major emergencies may become county, regional, or statewide events.
- h) Assistance from local, state, and federal emergency response agencies may not be immediately available.
- i) Emergency responders may become casualties or victims of the disaster and experience damage to their homes and personal property.
- j) NSU, and all its units/subunits, will continue to respond to disaster events utilizing current procedures and internal resources until exhausted, necessitating mutual aid and/or other response assistance requests.
- k) Unofficial groups of responders, the public, and outside resources offering assistance may be beneficial or may hinder response efforts.
- l) Before and after a disaster impact, there may be competition for scarce resources, both internally within the university and externally.
- m) Some form of communications will be available.

7 | Authorities and References

7.1 Authorities

The emergency authorities of the president and other senior staff members of Nova Southeastern University are established and detailed within the CEMP. In addition, delegation and designation of specific emergency roles and responsibilities are outlined.

Broward County emergency management authority and support is governed by the Broward County Comprehensive Emergency Management Plan. State of Florida emergency management authority and support is governed by Florida Statute, Chapter 252. The federal government is authorized to support both the county and state governments in accordance with the Robert T. Stafford Act and Title 44 of the Code of Federal Regulation.

7.2 Applicable Laws, Regulations, Standards, Best Practices, and References

The following laws, regulations, standards, best practices, and reference documents provided the guidance, requirements, and authority used to develop the CEMP:

1. County
 - a. Broward County Comprehensive Emergency Management Plan
2. State
 - b. Florida Statute Chapter 23, Florida Mutual Aid Act
 - c. Florida Statute Chapter 154, Public Health Facilities
 - d. Florida Statute Chapter 252, Emergency Management
 - e. Florida Statute Chapter 381, Public Health
 - f. Florida Statute Chapter 403, Environmental Control
 - g. Florida Statute Chapter 768, Good Samaritan Act
 - h. Florida Statute Chapter 870, Riots, Affrays, Routs, and Unlawful Assemblies
 - i. Florida Administrative Code 9G-6, Review of Local Emergency Management Plans, DCA
 - j. Florida Administrative Code 9G-14, Hazardous Materials, DCA
 - k. Florida Administrative Code 9J-5, Comprehensive Plan
 - l. Florida State Executive Order No. 80-29, Disaster Preparedness, April 14, 1980
 - m. Florida State Executive Order 07-77, Gubernatorial Task Force for University Campus Safety
3. Federal
 - n. Public Law 93-288, Federal Response Plan
 - o. Public Law 93-234, Flood Disaster Protection Act of 1973
 - p. Public Law 100-707, The Stafford Act³⁴, Code of Federal Regulations 668.46 Clery Act/20 United States Code Section 1092(f) Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act
 - q. Homeland Security Presidential Directive (HSPD) 5—National Incident Management System (NIMS)
 - r. National Response Framework (NRF)

- s. Emergency Management Accreditation Program (EMAP), Emergency Management Standards
 - t. Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide-101, Developing and Maintaining Emergency Operations Plans
 - u. Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide-201, Threat and Hazard Identification and Risk Assessment (THIRA)
 - v. FEMA Fact Sheet, NIMS Implementation for Nongovernmental Organizations
 - w. FEMA Target Capabilities List (TCL)
 - x. National Incident Management System (NIMS)
 - y. United States Department of Education (U.S. DOE) Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
4. Other
- z. International Association of Campus Law Enforcement Administrators (IACLEA) Blueprint for Campus Safety
 - aa. International Association of Emergency Managers University and College Caucus (IAEM-UCC) Institutional Resilience Framework
 - bb. National Fire Protection Association (NFPA) 1600, Standard on Disaster/Emergency Management and Business Continuity
 - cc. NFPA 72, National Fire Alarm and Signaling Code
 - dd. Michigan State Police Proactive School Security and Emergency Preparedness Planning document
 - ee. Council of Florida Medical School Deans (CFMSD) Disaster Planning Group

8 | University Overview

8.1 Nova Southeastern University and Campuses

Established in Fort Lauderdale, Florida, in 1964 as a small college with some revolutionary ideas, Nova Southeastern University was originally named Nova University of Advanced Technology and chartered as a graduate institution in the physical and social sciences. In 1994, Nova University merged with Southeastern University of Health Sciences to form Nova Southeastern University. Today, NSU is a not-for-profit, independent university with nearly 21,000 students and more than 216,000 alumni, a sprawling, 314-acre Fort Lauderdale/Davie Campus, and a presence throughout Florida; in Denver, Colorado; and in San Juan, Puerto Rico.

1. Current NSU Campuses
 - Fort Lauderdale/Davie Campus
 - Oceanographic Campus—Dania Beach, Florida
 - Denver Campus—Colorado
 - Fort Myers Campus—Florida
 - Jacksonville Campus—Florida
 - Miami Campus—Florida
 - Miramar Campus—Florida
 - Orlando Campus—Florida
 - Puerto Rico Regional Campus—San Juan, Puerto Rico
 - Tampa Bay Regional Campus—Florida
 - West Palm Beach Campus—Florida

8.2 Population and Key Facts

- date founded: 1964
- total employees: 3,100+*
- total students: nearly 21,000*
 - undergraduate: 7,200+*
 - graduate: 9,500+*
 - professional: 4,400+*
- academic units: 15
- academic degree programs: 150+
- degrees conferred per year: 6,000+*
- revenue: \$678 million*

* Numbers are approximate

8.3 Individuals with Disabilities

NSU complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. Qualified individuals with disabilities are protected from discrimination and may be entitled to reasonable accommodation and/or equal access to programs and services. A director of student disability services, as well as disability support services representatives for each respective academic center, college, and school, are available to assist disabled students with emergency preparedness, in conjunction with the NSU emergency management authority as necessary. The Office of Human Resources can assist employees.

A count of qualified individuals with disabilities is not published. However, individuals with disabilities are considered within all NSU emergency management planning initiatives.

9 | Concept of Operations: Emergency Management Overview

Emergency management processes and functions at NSU are coordinated and executed at three distinct hierarchical levels, as follows: university-wide level, campus level, and unit level. Each is interconnected with, interdependent upon, and must be coordinated with the others. At each level, there is at least one officially designed emergency management authority responsible for coordinating and executing designated processes and functions.

9.1 University-Wide Level

1. Leadership and Delegation

The NSU president is responsible for ensuring the overall mission of the university is maintained and met. Therefore, the CEMP is promulgated under the president's direct authority.

The NSU president serves as the overall university emergency coordinator and retains the ultimate authority to manage and direct all emergency management decisions and processes encompassing mitigation, preparedness, response, and recovery. During times of disaster, when an Incident Command System (ICS) is activated, the president may inherently assume the role of university incident commander at any time or reassign this position to a capable and qualified person. The decision to declare a university-wide state of emergency and establish all parameters associated with such, including the cessation of university-wide functions, rests with the president or designee.

If the president is unavailable or unable to perform, the next individual on the following delegation of authority list is responsible for assuming the role of university emergency coordinator/incident commander and all its associated responsibilities.

University-Wide Delegation of Authority

- president
- executive vice president/chief operating officer (COO)
- vice president for facilities management and public safety

2. Emergency Management

Through a general delegation of responsibility from the president, NSU Public Safety is charged with ongoing and daily direction, coordination, and execution of university-wide emergency management programs, processes, and policies. However, NSU Public Safety's responsibilities are closely supported by the Emergency Resource and Response Teams and the University-Wide Crisis Response Task Force.

The CEMP is the overarching structural document that defines all emergency management responsibilities. NSU Public Safety is responsible for maintaining the CEMP, which establishes university-wide mitigation, preparedness, response, and recovery programs and processes, as well as supporting campus- and unit-level emergency management. The university emergency manager reports to the director of NSU Public Safety.

9.2 Campus Level

1. Leadership and Delegation

Each NSU campus has a campus director who is responsible for ensuring the ongoing mission of their respective campus. Therefore, at the campus level, the campus director serves as overall campus emergency coordinator and retains the general authority to manage and direct emergency management decisions and processes for that respective campus. During times of disaster, when ICS is activated, the campus director may inherently assume the role of campus incident commander at any time or reassign this position to a capable and qualified person.

If the campus director is unavailable or unable to perform, the next individual on the following delegation of authority list is responsible for assuming the role of campus emergency coordinator and all its associated responsibilities.

Campus-Level Delegation of Authority

- campus director
- campus administrator
- regional campus administration support staff

2. Emergency Management

The campus-level emergency operations plan (EOP) is a general guidance document that encompasses functional annexes and threat- or hazard-specific annexes that complement the CEMP by providing a higher level of campus-specific, response-specific guidance. NSU Public Safety and the university emergency manager are responsible for maintaining all EOPs.

9.3 Unit/Subunit Level

“Unit” is a generic emergency management term used to describe any distinct entity within the university, including, but not limited to, divisions, departments, institutes, schools, colleges, centers, offices, and programs. “Subunit” is a generic term to describe any subdivision or entity within a unit.

1. Leadership and Delegation

The most specific and detailed emergency management programs, processes, and policies are directed, coordinated, and executed at the unit/subunit level. The heads (or highest-ranking leaders) of each unit/subunit are automatically delegated by the president as the unit/subunit emergency coordinators and retain the general authority to manage and direct emergency management decisions and processes for their respective units/subunits. This authority may be shared with other unit/subunit-level leaders and/or delegated to subordinates. However, this authority and responsibility is important and may not be neglected for any reason. During times of disaster, when an ICS is activated, the head of the unit/subunit may inherently assume the role of unit/subunit incident commander at any time or reassign this position to a capable and qualified person. It is recommended that the unit/subunit emergency coordinator appoint a unit/subunit emergency resource and response team to assist with all unit/subunit emergency management responsibilities. In addition, each unit/subunit emergency coordinator must establish a delegation of authority list in the event they are unavailable or unable to perform.

2. Emergency Management

Each unit/subunit within the university is responsible for developing and maintaining its own respective mitigation, preparedness, response, continuity, and recovery programs and processes in accordance with the minimum standards established within the unit/subunit emergency and continuity plan template. This template must be completed and updated/expanded annually by all units/subunits, then submitted to NSU Public Safety on or before June 1 of every year. Additional information may be added to the template, but no existing sections may be removed. The unit/subunit emergency and continuity plan template encompasses the following sections:

- Introduction
 - Review of NSU Emergency Management Plans
- All-Hazard Emergency Response Plan
 - Basic Information
 - Evacuation/Shelter-in-Place
 - Emergency Leadership and Order of Succession
 - Essential Personnel and Special Skills
 - Communications List and Plan
 - National Incident Management System (NIMS) Training
 - Emergency Supplies
 - Photo Documentation
- Hazard-Specific Emergency Response Plans
 - Hazard Profile
 - Before (Preparedness)
 - During (Response)
 - After (Recovery)
- Continuity of Operations Plan (COOP)
 - Critical Functions and Dependencies
 - Instruction/Teaching
 - Essential Equipment, Supplies, and Facilities
 - Information Technology
 - Coping
- Action Items
- Final Steps
 - Plan Submission
 - Saving and Distributing Plan
 - Multiyear Training and Exercise Program (MTEP)
 - Reviewing and Updating the Plan

Every unit/subunit must submit its completed/updated emergency and continuity plan to NSU Public Safety on or before June 1 of every year. However, compliance is necessary year-round. The emergency manager assigned to NSU Public Safety will assist units/subunits with achieving all standards within reason.

9.4 Employees: Faculty and Staff Members

All NSU employees, including faculty and staff members, are generally seen by students, parents, and visitors as agents of the university. Therefore, all personnel must

- be knowledgeable of, and familiar with, emergency management resources, policies, and procedures that are applicable to their unit/subunit, assigned work locations, and the university as a whole (visit nova.edu/emergency)
- be prepared to provide general guidance and direction to students, other employees, and visitors in the event of an emergency, in accordance with NSU policies, procedures, or special instructions issued by an NSU emergency management authority
- report all emergencies and safety hazards to NSU Public Safety or Physical Plant, as appropriate; be prepared to assess emergency situations quickly, but thoroughly; and use common sense in determining how to implement the best protective actions (see the NSU Emergency Response Guide at nova.edu/emergency for more information)
- educate other employees on NSU emergency management policies and procedures and (faculty members) also educate students and include basic emergency preparedness information in course syllabi (visit nova.edu/emergency)
- ensure their emergency contact information is entered into the system to receive emergency messages (visit nova.edu/emergency/notification/registration-process.html)
- be ready to assist with university, campus, or unit/subunit emergency management activities during mitigation, planning, response, continuity, or recovery efforts

Personnel without an assigned emergency management responsibility may be given an assignment by an NSU emergency management authority.

9.5 Students

Students, who compose the largest group of individuals at NSU, are required to take an active role in the provision of their own safety and well-being. Therefore, all students are encouraged to

- be knowledgeable of, and familiar with, emergency management resources, policies, and procedures that are applicable to them (visit nova.edu/emergency)
- be prepared to provide general guidance and direction to fellow students and others in the event of an emergency, in accordance with NSU policies, procedures, or special instructions issued by an NSU emergency management authority
- report all emergencies and safety hazards to NSU Public Safety; be prepared to assess emergency situations quickly, but thoroughly; and use common sense in determining how to implement the best protective actions (see the NSU Emergency Response Guide at nova.edu/emergency for more information)
- develop a personal emergency plan for their own concerns and the concerns of their families (visit nova.edu/publicsafety/comp.html for a personal plan template)
- ensure their emergency contact information is entered into the system to receive emergency messages (visit nova.edu/emergency/notification/registration-process.html)

10 | Threats and Hazards

10.1 Hazard and Vulnerability Analysis Summary (HVA)/ Threat and Hazard Identification and Risk Assessment (THIRA)

Nova Southeastern University utilizes an established analytical risk assessment tool, generally referred to as a hazard and vulnerability analysis (HVA), to quantify and document the probability and overall severity of various threats or hazards that could affect the university.

Through use of the assessment tool, 39 hazards have been identified within three categories established by the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide 201, Threat and Hazard Identification and Risk Assessment (THIRA): Natural, Technological, and Human-Caused. Threats are listed below by category in order of highest combined probability and severity minus the level of preparedness.

1. Natural Hazards (Acts of Nature)
 - hurricane
 - public health/biological/pandemic
 - tornado
 - flood (external)
 - tidal wave/tsunami
 - high winds
 - severe thunderstorm
2. Technological Hazards (Accidental Failures of Man-Made Systems and Structures)
 - fire/fire alarm (internal)
 - airline crash
 - transit infrastructure disruption/accident (major)
 - flood (internal)
 - hazardous material (hazmat) spill/chemical release
 - network/communication/data system disruption
 - death of employee/student
 - security system disruption
 - service disruption—heating, ventilation, and air conditioning (HVAC)
 - resource shortages
 - utility disruption—electricity, water, gas, sewer, etc.
 - strike/personnel disruption
3. Human-Caused Hazards (Intentional Nefarious Activities)
 - research/facility sabotage
 - public health/biological/pandemic
 - radiological/nuclear
 - violence/active shooter

- arson
- bomb threat/bomb/explosion
- civil disturbance/demonstrations/riots
- hacking systems/network security breach/cyber attacks
- hostage situation
- other terrorism
- mass casualty
- suspicious activity
- abducted child/person
- theft/general criminal activity

10.2 Capability Assessment

NSU continually assesses response capabilities based on the hazard vulnerability assessment process. As new hazards are identified or current hazard severity scores are adjusted, NSU's emergency manager will review existing response capabilities and make enhancements as deemed appropriate and feasible.

10.3 Special/Threat-Specific Risk Assessment

Special and threat-specific risk assessments may be executed by NSU on a limited basis, and as deemed necessary, with the intent to aggressively address threats with a particularly high risk.

11 | Mitigation

Nova Southeastern University makes continuous mitigation efforts to lessen the impact of potential disasters through both the enhancement of safety for community members and the improvement of protection for physical property and systems.

11.1 Mitigation Features

There are numerous completed and ongoing mitigation features at NSU.

1. Infrastructure Enhancement

Current infrastructure across NSU is continually assessed and reviewed for needed improvements based on risk assessment, criticality, and value. As gaps are identified, infrastructure enhancement projects are proposed and undertaken as feasible. In addition, before new NSU facilities are opened, mitigation features and infrastructure protection systems are considered and enhanced as deemed necessary.

2. Shutter/Impact-Resistant Window Infrastructure

The temporary shuttering of facility openings, as well as the permanent equipping of facilities with impact-resistant (hurricane) windows, are recognized effective mitigation features for several highly prioritized hazards identified in the NSU hazard and vulnerability analysis (HVA), including hurricanes, high winds, security system disruptions, civil disturbance/demonstrations/riots, and others. Numerous facilities across NSU are equipped with impact-resistant windows and fitted with shutters that are deployed upon the order of an authorized emergency coordinator.

3. Generator Infrastructure

The equipping of facility electrical systems with emergency power generators is a recognized effective mitigation feature for several highly prioritized hazards identified in the NSU HVA, including hurricanes, high winds, resource shortages, utility disruptions, strike/personnel disruption, security system disruptions, and others. Numerous facilities across NSU are equipped with fixed or portable emergency power generators that are maintained/tested regularly and activated either automatically or upon the order of an authorized emergency coordinator.

Below is a list of current generators deployed across NSU campuses (which may be either owned or rented).

- Alvin Sherman Library, Research, and Information Technology Center—1250 kilowatts
- Carl DeSantis Building—1250 kilowatts
- Leo Goodwin Sr. Building—1200 kilowatts
- William and Norma Horvitz Administration Building—1200 kilowatts
- Morton Terry Building (life safety)—750 kilowatts
- Assembly 1 and 2 Buildings (life safety)—250 kilowatts
- College of Dental Medicine (life safety)—300 kilowatts
- Robert S. Lafferty Sr. Central Energy Plant—2500 kilowatts (X3)
- Residence Halls, Don Taft University Center, NSU Pediatric Dental Clinic—1250 kilowatts

- Soccer Field Lights, Rosenthal Student Center—1500 kilowatts
- Cultural Living Center Residences—30 kilowatts (decommissioned)
- Rolling Hills A, B, and C Buildings—1250 kilowatts
- Library Parking Garage—300 kilowatts
- Mailman Hollywood—300 kilowatts
- Parker Blockhouse Telephone Equipment—30 kilowatts
- Center of Excellence for Coral Reef Ecosystem Research—1250 kilowatts

4. Fuel Tanks

The immediate availability of fuel is a critical supportive feature for the operation of generators, vehicles, and other mechanical equipment that is essential for response, continuity, and recovery operations in the event of a disaster. There is a 2,000-gallon diesel fuel tank located underground at the Campus Support Building and three 10,000-gallon, underground, diesel fuel tanks at zone 4 Lafferty plant, as well as two 250-gallon, above-ground, unleaded fuel tanks at the Administrative Services Building. These tanks are located on the east side of the administrative services parking lot. They are both double-wall tanks with a containment basin as well. Both gasoline tanks are filled at the beginning of hurricane season, remain full for hurricane season, and then the gasoline is used in the grounds equipment once hurricane season ends. The gasoline is replenished every hurricane season, so it stays fresh and ready for emergency use.

12 | Preparedness

There are numerous ongoing preparedness and prevention activities undertaken at Nova Southeastern University on a regular basis. These activities are designed to improve response, continuity, and recovery capabilities and ensure a safe and secure community. Planning encompasses developing effective response plans, policies, and procedures. By training personnel on the plans and exercising the plans, NSU can ensure effective response and recovery in the event of a disaster impact.

12.1 National Incident Management System (NIMS) Compliance

NIMS identifies concepts and principles that address emergency management from preparedness to recovery, regardless of their cause, size, location, or complexity. Through a consistent, nationwide approach and vocabulary, NIMS establishes a solid foundation across entities and disciplines to ensure effective and integrated preparedness, planning, and response. This, in turn, empowers the components of the national preparedness system, a requirement of Presidential Policy Directive (PPD)-8, to guide activities within the public and private sector and describes the planning, organizing, equipping, training, and exercising needed to build and sustain the core capabilities in support of the national preparedness goal.

12.2 Test, Training, and Exercise (TTE) Program/Multiyear Training and Exercise Plan (MTEP)

As part of the NIMS process, NSU recognizes a TTE Program/MTEP as an ideal goal and aspires to embrace as many of the following three functional program/plan areas as possible: testing systems and equipment, training personnel, and exercising plans and procedures. Specific ideal goal objectives may include

- validating plans, policies, and procedures
- ensuring compliance with the Homeland Security Exercise and Evaluation Program (HSEEP)
- ensuring personnel are familiar with alert, notification, and response procedures
- ensuring personnel are sufficiently trained to carry out emergency management operations, duties, and functions
- testing and validating equipment to ensure both internal and external interoperability
- ensuring personnel understand the procedures to phase down operations and transition to recovery or a return to normal operations when appropriate

As required by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 U.S.C. Section 1092[f]), the TTE/MTEP encompasses at least one test of the Emergency Notification Network (ENN) per year, in addition to at least one exercise per year.

1. NIMS-Specific Training

NSU personnel who have any role in emergency mitigation, planning, response, continuity, or recovery are required to complete an appropriate level of NIMS training, which corresponds to their level of emergency responsibility and functionality. NIMS training courses and associated information can be accessed through the FEMA Emergency Management Institute (EMI) website, at <https://training.fema.gov/allhazards/>. There are four corresponding NIMS training tracks, each with a particular set of required courses.

- a) Executive Leaders—president, vice presidents, deans, and other members of university leadership
- b) Incident Managers—on-scene incident commanders, campus incident commanders, university-wide incident commanders, and senior leadership from units/subunits tasked with emergency response procedures
- c) Command Staff—middle management from units/subunits tasked with emergency response procedure
- d) General Personnel—operational employees from units/subunits tasked with emergency response procedures

The NIMS training courses necessary for the completion of each specific training track are identified below. All personnel are required to forward all course completion certificates to the NSU Public Safety Department for documentation tracking.

Course Number	Course Title	Number of Hours	Online	Executive Leaders	Incident Managers	Command Staff	General Personnel
ICS-402	NIMS, An Introduction	2-3	Yes	X	X	X	X
ICS-100	Introduction to Incident Command Systems	2-3	Yes		X	X	X
IS-200.B	ICS for Single Resources and Initial Action Incidents	2-3	Yes		X	X	
IS-800.C	National Response Framework, An Introduction	2-3	Yes		X	X	
ICS-300	Intermediate ICS for Expanding Incidents	24	No		X		
ICS-400	Advanced Incident Command	16	No		X		

Figure 2: NIMS Training Courses Necessary for Each Track

2. Other Testing, Training, and Exercising

There are a multitude of other training courses and programs, defined by the TTE/MTEP, which various NSU personnel must complete.

One such example is the requirement for all NSU Public Safety officers to complete a comprehensive homeland security training program in conjunction with the United States Department of Justice and the Department of Homeland Security. NSU Public Safety officers must be skilled observers dedicated to vigilant patrol and protection of the NSU community.

Another such example is basic fire safety training, which is mandatory for all students living in residence halls at the beginning of each academic year. In addition, all residence advisers (RAs) receive additional comprehensive fire safety training and life safety training at the beginning of the calendar year that includes, but is not limited to, fire extinguishers, emergency evacuation, and health and safety inspections. NSU also conducts periodic mandatory fire evacuation drills to enhance training.

12.3 Preparedness and Planning Teams

NSU maintains multiple preparedness and planning teams that focus on the creation of new, and the enhancement of existing, emergency management plans through innovative processes and collaborative groups that seek to include all internal and external stakeholders.

1. University-Wide Crisis Response Task Force

The University-Wide Crisis Response Task Force is the broadest-level planning group. It was established by the president and is composed of senior-level faculty and staff members, as well as students and other stakeholder representatives. The task force is charged with ensuring an overall institutional level of preparedness, establishing emergency management goals and objectives that have institution-wide reach, drafting plans, coordinating training, implementing exercises, and engaging partners and stakeholders. Meetings are held regularly under the direction of the president or designee.

2. Emergency Resource and Response Teams (ERRT)

Emergency Resource and Response Teams (ERRTs) exist at the university-wide, campus, and unit/subunit levels. Each ERRT is responsible for ensuring the highest level of preparedness for their specific scope of emergency operations, and in the event of a disaster, facilitating the actual execution of the plans prepared. ERRTs are highly collaborative in that they require continuous engagement with a multitude of stakeholders, as well as each other. Meeting schedules are established by each respective ERRT.

12.4 Public Awareness and Education

The university community is responsible for familiarizing themselves with emergency management resources, campus emergency procedures, evacuation routes in buildings frequented, notifications systems in place, and emergency contact numbers and devices. Information is available on the NSU emergency web page at nova.edu/emergency. NSU also implements programs designed to raise awareness and educate student populations, many during National Campus Safety Month and National Preparedness Month, both in September. Information related to security policies and procedures is provided to students and employees and made available to prospective students and employees upon request. The Campus Safety Handbook includes annual security and fire safety reports. The handbook should be reviewed by all NSU community members and can be accessed through the NSU Public Safety website, or requested in paper format by contacting Public Safety, at nova.edu/publicsafety.

12.5 Emergency Response Guide (ERG)

A full Emergency Response Guide (ERG) is available to all NSU community members to provide specific action guidelines on how to respond to the most common types of emergencies. As always, the information presented should only be considered as a recommendation, as all emergencies are unique, with a limitless number of variables that can influence the effectiveness of the recommendations presented. Community members must consider the specific aspects of the emergency with their personal judgment, common sense, and any information they have received to determine the best response for themselves as an individual. The guide can be accessed at nova.edu/emergency.

The ERG is designed to assist all NSU community members in responding to emergencies in the safest and most effective means possible. It is composed of the following sections and information:

1. General Emergency Information
 - Important Phone Numbers
 - Reporting an Emergency
 - Emergency Notification System (ENS)
 - Emergency Communications Tools
 - Evacuation
 - Shelter-in-Place
 - People with Special Needs
2. Recommended Emergency Response Actions
 - Active Shooter/Armed Intruder
 - Bomb Threat/Suspicious Package
 - Civil Disturbance or Demonstration
 - Concerning/Disruptive/Threatening Behavior
 - Explosion
 - Fire
 - Hazardous Materials/Suspicious Odor
 - Hostage Situation
 - Hurricane/Tropical Cyclone
 - Medical: Injury/Illness
 - Missing Person
 - Suspicious Activity
 - Utility Failure: Electric, Elevator, Water, Gas, etc.
 - Weather: Flooding, Lightning, Thunderstorms, Tornadoes
3. Additional Information
 - Personal Preparedness
 - Crime Prevention/Personal Safety Practices
 - AED Location List

12.6 Photo-Documentation

The photo-documentation process is a critical component to unit/subunit level emergency preparedness and recovery and simply involves taking pictures/video of important property and saving the files with proof of purchase documentation in multiple secure locations. Units/subunits should verify that photographing select areas does not conflict with other policies, regulations, or standards, all of which precede the photo-documentation requirement. In the event property is damaged during a disaster, such as a hurricane, photo-documentation may be the only

way to assure replacement and reconditioning through FEMA reimbursement programs. Pictures/videos should be updated annually, or whenever there is a significant change to unit/subunit space or property.

Photo-documentation should include the following

- broad-angle pictures/video that capture the general state of all unit/subunit space, including offices, hallways, break rooms, labs, meeting rooms, classrooms, exam rooms, etc.
- close-up pictures/video of significant and valuable property (Extremely valuable and/or large property may warrant several pictures.)
- Picture/video/proof-of-purchase files should be labeled according to the room number or location in which they were taken and assembled into one large document.
- Save an electronic copy of the document to a unit/subunit shared network drive.
- Save an electronic copy of the document on secure portable media and keep it in a secured (locked) location, both on and off campus.
- Save a printed physical copy of the document in a secured (locked) location, both on and off campus.

12.7 Resources/Supplies

NSU has contracts with suppliers used on a day-to-day basis and should use those same suppliers to obtain most-needed items in anticipation of a disaster impact.

1. Food

To ensure the highest level of preparedness, a several-day supply of bottled water and nonperishable food items are procured from established food service providers and stored no later than the first week of June for each calendar year. This stockpile is held for the specific purpose of resident student, essential employee, and sheltered person consumption in the event of a disaster impact that affects food supply availability. Management and distribution of this stockpile is organized and regulated by NSU Shark Dining's Standard Operating Procedure (SOP).

12.8 Critical Data/Records

Data and records may be among the most important items for the university to protect and secure. Therefore, in accordance with the unit/subunit emergency and continuity plan template, all units/subunits are required to establish a plan and process for the protection of critical data and records. Duplication of data and records and storage, both on and off site, is among the most frequent and effective means of protection.

12.9 Public Access Defibrillator (PAD) Program

NSU maintains a formal Public Access Defibrillator (PAD) Program, designed to ensure the availability of functional and regularly tested automated external defibrillators (AED) throughout university facilities. AEDs are medical devices that analyze the heart's rhythm, and in the event of a cardiac event, may be able to deliver an electrical shock (known as defibrillation) to help the heart re-establish an effective rhythm. Every NSU campus is equipped with at least one AED marked with a conspicuous sign indicating where it is located. A list of all PAD AED locations is available in the NSU ERG.

13 | Direction, Control, and Coordination

Nova Southeastern University is in the process of adopting NIMS and establishing ICS as its on-scene incident command structure, its campus-level command post structure, and as a hybrid-component to its Emergency Operations Center (EOC) structure. As such, a working knowledge of NIMS/ICS principles by all response personnel is essential. ICS is a standardized, all-hazards incident management approach that

- allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure
- enables a standard coordinated response among various units/subunits, jurisdictions, and functional agencies
- establishes common processes for planning and managing resources

In accordance with NIMS/ICS, incident response command and control structures will be composed of three command staff positions and four functional areas called “sections,” all overseen by an incident commander. The command staff positions are as follows: safety officer, public information officer, and liaison officer. The four functional sections are as follows: operations, planning, logistics, and finance/administration.

13.1 Incident Command System (ICS) Positions

Incident Commander

The incident commander has overall responsibility for managing the incident by establishing objectives, planning strategies, and implementing tactics. The incident commander is the only position that is always staffed in ICS applications and is responsible for all ICS management functions until the commander delegates a function.

Safety Officer

The 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.

Public Information Officer

The public information officer 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.

Liaison Officer

The liaison officer serves as the primary contact for supporting agencies assisting at an incident. Additionally, the liaison officer responds to requests from incident personnel for contacts among the assisting and cooperating agencies and monitors incident operations to identify any current or potential problems between response agencies.

Operations Section

The operations section is 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. Additionally, if a staging area is established, the operations section manages it.

Planning Section

The planning section oversees the collection, evaluation, and dissemination of operational information related to the incident. This includes preparation and dissemination of the incident action plan (IAP), as well as tracking all incident resources. The planning section helps ensure responders have accurate information and provides resources such as maps and floor plans.

Logistics Section

The logistics section is 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.

Finance/Administration Section

The finance/administration section is responsible for the financial and cost analysis aspects of an incident. These include contract negotiation, recording personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the incident, and keeping a running tally of the costs associated with the incident.

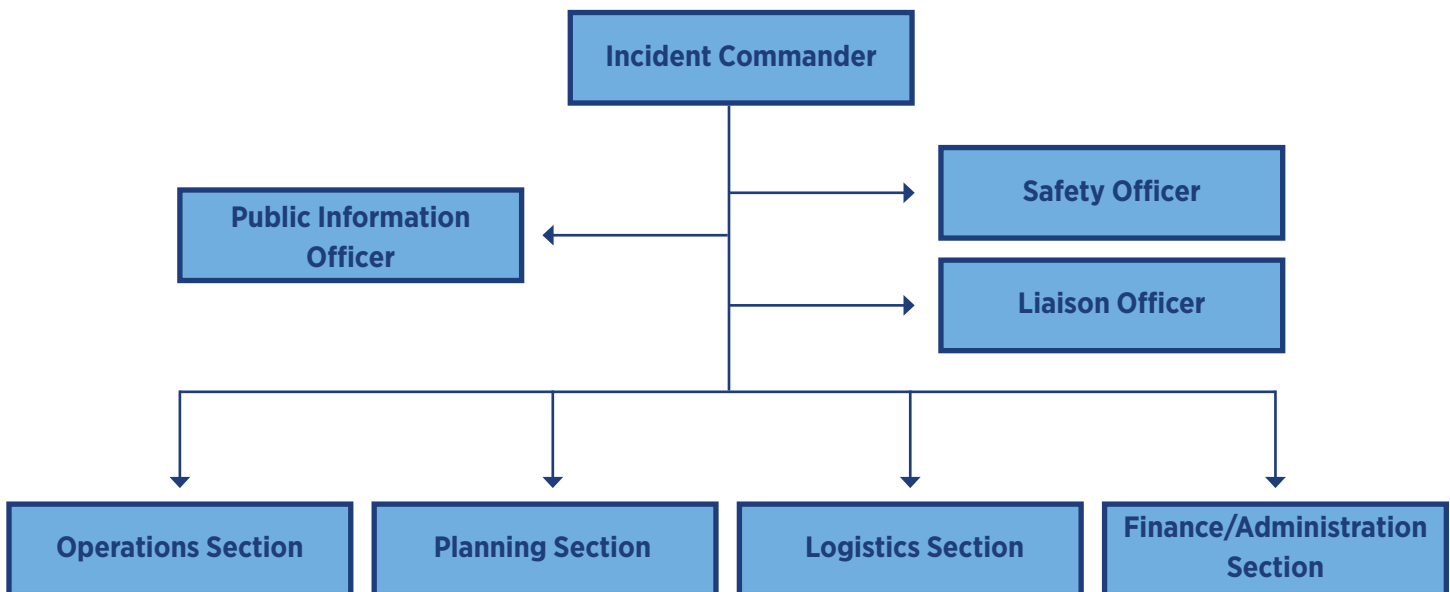


Figure 3: Incident Command System (ICS) Structure

13.2 On-Scene Incident Command

In accordance with NIMS/ICS, NSU recognizes three levels of direction, control, and coordination.

- university level
- campus level
- unit/subunit level

The lowest level is the unit/subunit level.

1. Unit/Subunit Emergency Resource and Response Team

On-scene incident command is responsible for incident response tactics and operations in their most acute and direct sense. In accordance with ICS principles, the emergency/disaster response begins at the on-scene (local) level. Based on the scope of the incident, the response effort may expand, contract, or be maintained as needed. Most incidents will remain small and be handled at the unit/subunit level using ICS protocol.

- An on-scene incident command will be established in accordance with ICS.
- The most qualified on-scene responder will generally assume the role of incident commander.
- If the incident may cause significant effects on any area of campus operations, it is the responsibility of the on-scene incident commander to notify the EOC or the NSU Public Safety Department.

2. Expanding Incidents

Managing major incidents or expanding incidents is one of the most important challenges associated with response efforts. Effective coordination among multiple disciplines, multiple jurisdictions, or private and public entities becomes essential. An ICS component called unified command (UC) is an efficient on-site ICS option that can be used to manage expanding or complex incidents and is also a necessary tool for managing multijurisdictional responses to expanding or complex incidents. In UC, the command structure is made up of subject matter experts from a specific discipline, jurisdiction, or entity. This team of subject matter experts will come together to form the UC team. The UC will command the incident, make joint decisions, and identify incident objectives. These objectives will be used to create one IAP.

3. On-Scene Incident Command Post

On-scene incident command functions will generally occur at an on-scene incident command post (on-scene CP). The on-scene CP will be established near the incident, and this is the location where incident command (IC) or UC will manage the incident. The on-scene CP will be close enough to accommodate command functions, but far enough away so as not to be directly impacted by the actual incident. A good example of an on-scene CP might be an NSU Public Safety vehicle. Any identified location that fits this criterion can serve as an on-scene CP.

13.3 Campus Incident Command

In accordance with NIMS/ICS, NSU recognizes three levels of direction, control, and coordination.

- university level
- campus level
- unit/subunit level

The mid-level is the campus level.

1. Campus Emergency Resource and Response Team (Campus ERRT)

Campus incident command is responsible for broader incident response tactics and operations with a wider and more general scope. Such a level of command is established and lead by the campus emergency coordinator or designee, at the request of the on-scene incident commander, when an incident has exceeded the capabilities or resources of the on-scene incident commander(s). In such instances, it is the responsibility

of the campus emergency coordinator or designee to assemble the Campus ERRT, identify additional experts necessary to support the response effort, activate a campus incident command structure (and assume the role of campus incident commander), and facilitate the execution of response plans through the direct support of on-scene incident command(s).

The campus ERRT will generally consist of the highest-ranking representative from each of the following units/subunits, if the respective unit/subunit has a presence on the specific campus impacted by the incident.

- Physical Plant
- Public Safety
- Public Relations, Marketing, and Creative Services
- Human Resources
- Residential Life
- Student Affairs
- Information Technologies
- Business Services
- Health Professions Division
- Student Counseling

Campus ERRT members will be alerted of their participation need via telephone, email, or in person.

A campus incident command structure is only activated for incidents that have at least some significances to their scope. When activated, the campus incident command is responsible for centralized coordination and communications, major policy and campus-level decision making, information sharing, resource request management, and provision of broad direction and support to the on-scene incident command(s). Likewise, on-scene incident command(s) will seek guidance and approval from the campus incident command as needed.

If an incident is of a medium scope and response requires a level of assets or expertise that is available at the NSU unit/subunit, campus, or local level.

An on-scene incident command will be established in accordance with ICS, and the on-scene incident command will call for the activation of a campus incident command.

A campus incident command will be activated. Generally, the campus incident commander will be the campus emergency coordinator or designer. The campus incident command is responsible for providing coordination, communications, and information sharing (C2I) with key stakeholders.

If the incident may cause significant effects on any area of university-wide operations, it is the responsibility of the campus incident command to notify the university emergency coordinator, who may activate the university incident command/university emergency operations center (EOC) as deemed necessary.

2. Campus Incident Command Post (CP)

Campus incident command functions will generally occur at a campus incident command post (campus CP). The campus CP is any location so designated by the campus incident commander(s); it should generally be larger than the on-scene CP and equipped with a greater wealth of resources that will support a higher level of response. However, in some instances a virtual campus CP may be used, where campus ERRT members meet through one or more telecommunications systems.

13.4 University Incident Command

In accordance with NIMS/ICS, NSU recognizes three levels of direction, control, and coordination.

- university level
- campus level
- unit/subunit level

The highest level is the university level.

1. University Emergency Resource and Response Team (University ERRT)

University incident command is responsible for extremely broad support and coordination functions that are very general in scope. Such a level of command is established and lead by the university emergency coordinator or designee, at the request of a campus incident commander, when an incident has exceeded the capabilities or resources of both the campus and on-scene incident commanders. In such instances, it is the responsibility of the university emergency coordinator or designee to assemble the university ERRT, identify additional experts necessary to support the response effort, activate a university incident command structure (and assume the role of university incident commander), and facilitate the execution of response plans through the direct support of all campus and on-scene incident commands. The authority of the university incident commander/ERRT supersedes that of the campus incident commander/ERRT to direct campus-specific response and recovery operations.

The university ERRT is composed of the following previously identified senior university-wide leaders, as defined by the university's organizational structure, and possibly other subject matter experts requested on a case-by-case basis.

- president and/or designee
- executive vice president and chief operating officer (coo)
- vice president for facilities management and public safety
- director of physical plant
- director of public safety
- executive director of public relations
- vice president of human resources
- director of residential life
- dean of student affairs
- vice president for information technologies
- vice president for business services
- health professions division emergency coordinator

- health professions emergency health services coordinator
- health professions division assistant vice chancellor for administration
- director of student counseling

University ERRT members will be alerted of their participation need via telephone, email, or in person.

A university incident command structure is only activated for incidents that have a major significance to their scope, such as when an incident has exhausted campus-level abilities and resources, or an incident impact spans multiple campuses. When activated, the university incident command is responsible for centralized coordination and communications, major policy and university-level decision-making, information sharing, resource request management, and provision of broad direction and support to the campus incident command(s). Likewise, campus incident command(s) will seek guidance and approval from the university incident command as needed.

- If an incident is of a large scope and response requires a level of assets or expertise that is available at the NSU unit/subunit, campus, university, local, state, or federal level. An on-scene incident command will be established in accordance with ICS, and the on-scene incident command will call for the activation of a campus incident command.
- A campus incident command will be activated and will call for the activation of a university incident command. Generally, the campus incident commander will be the campus emergency coordinator or designee. The campus incident command is responsible for providing coordination, communications, and information sharing (C2I) with key stakeholders.
- The university incident command will be activated. Generally, the university incident commander will be the university emergency coordinator or designee. The role of the university emergency coordinator is to provide command, control, coordination, communications, and information sharing (C4I) with key stakeholders. The university emergency coordinator will provide resources to the other campuses as requested by their campus emergency coordinator.

2. University Emergency Operations Center (University EOC)

University incident command functions will generally occur at the university emergency operations center (university EOC). The primary university EOC location will be in the president's boardroom, located on the second floor of the Horvitz Building. If the emergency incident has rendered this location unsafe in any manner, a secondary location will be established within a safe building, capable of sustaining independent electric power, water and food storage, and sleeping facilities. The university EOC should have independent telephone and two-way radio capabilities.

The university EOC will be staffed by university ERRT members, in addition to a multitude of other leaders from across all the university's campuses who are responsible for emergency support functions (ESFs). The university EOC is only activated for large and significant incidents that exceed the response and recovery capabilities of a single campus.

command focal point for all NSU Public Safety information and operations. The SOC is equipped with centralized communication systems, including emergency telephones, 24-hour radio dispatching, constant emergency alarm monitoring, centralized electronic security access control systems, surveillance camera monitoring, and digital video recording. The SOC will continually support university EOC operations.

The university's Physical Plant and Public Safety will either directly maintain, or ensure that the following resources are available, for immediate deployment to support response and recovery efforts:

- campus maps
- campus and community telephone directories
- emergency call-out names and phone numbers
- spare batteries for all radio and telephone equipment
- axes, sledgehammers, saws, and power saws
- general mechanical tool kits
- electrical tools, including insulated gloves
- plumbing tools
- air conditioning repair tools
- other tools, as deemed necessary
- barricades and barricade tape
- portable signs
- first aid kits
- fire extinguishers
- other general equipment, as needed

13.5 Emergency Support Functions (ESFs)

According to NIMS, ESFs provide the structure for coordinating inter-unit support and resource response during an incident. They are mechanisms for grouping the most frequently used functions and are typically assigned to a specific section in the university EOC or a campus CP. Regardless of the section in which an ESF resides, that entity works in conjunction with other sections to ensure that appropriate planning and execution of missions occur. All units/subunits assigned to an ESF responsibility should establish their own emergency support function SOP to use during disaster response, continuity, and recovery operations.

14 | Response

All mitigation and planning efforts are focused on ensuring the most efficient and effective response possible.

14.1 Incident Types

Nova Southeastern University classifies emergency incidents on a five-type scale ranging from type 5 minor emergency incidents, handled with limited university and other local resources, to type 1 disastrous incidents requiring all university resources, as well as local, state, and federal resources.

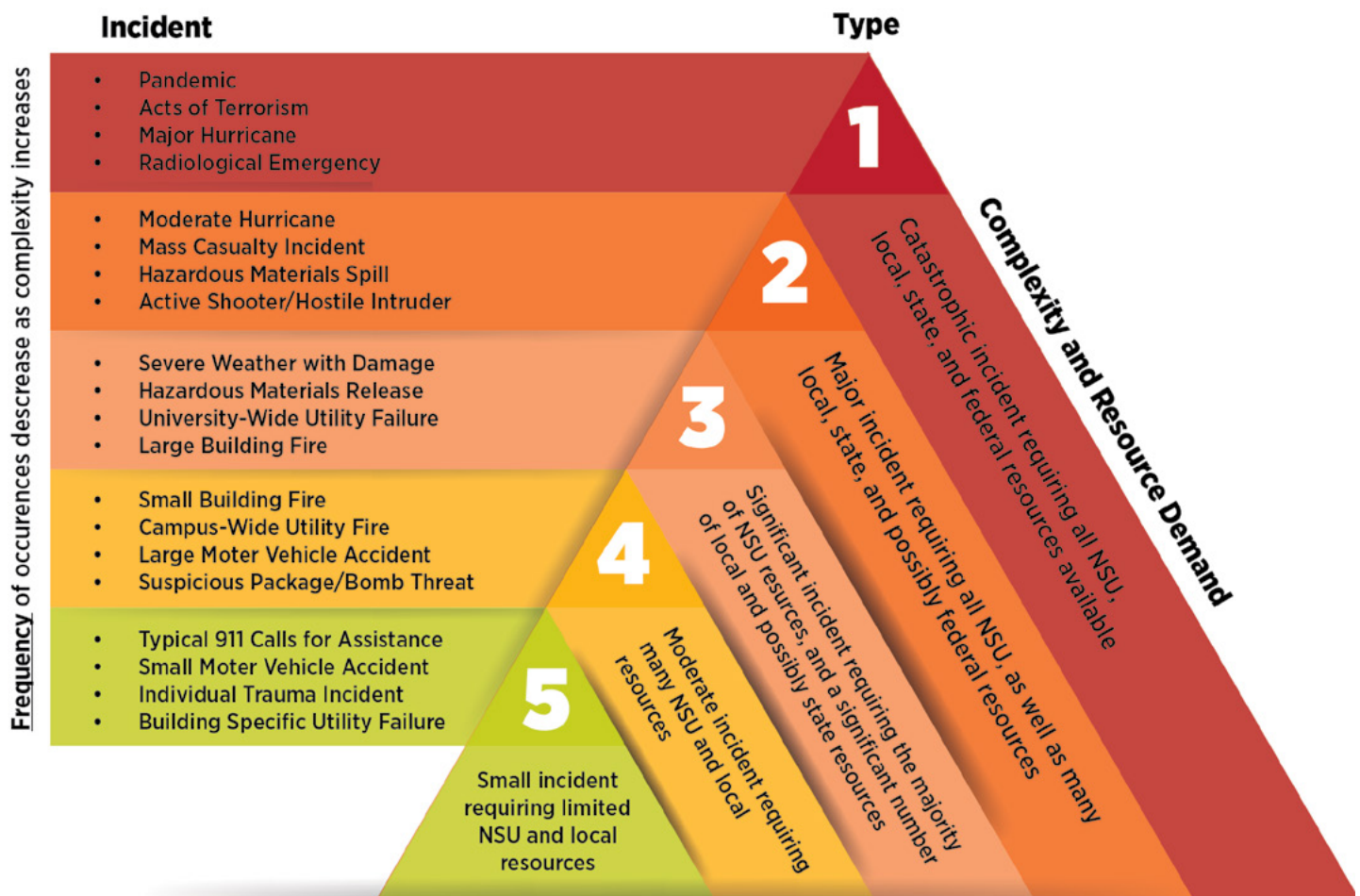


Figure 5: NSU Incident Typing Structure

Although there is an accepted variance of nomenclature, as follows:

- Type 1 and 2 incidents are generally regarded as disasters.
- Type 3 and 4 incidents are generally regarded as major emergencies.
- Type 5 incidents are generally regarded as minor emergencies.

14.2 Priorities

All entities identified in this Comprehensive Emergency Management Plan should support an overall prioritization concept that tasks available resources to the most critical response functions first. Resources must be allocated based on the response priorities listed below in order of importance.

- Priority 1: life safety
- Priority 2: incident stabilization
- Priority 3: protection of university assets and facilities
- Priority 4: maintenance or reconstitution of critical university services
- Priority 5: restoration of all university operations

14.3 Emergency Declaration

Only the NSU president or designee has the authority to declare a university-wide state of emergency. The declaration and all associated directives and instructions will be conveyed to executive staff, department heads, and the emergency resource and response team personnel via email, telephone, or through a general coordination meeting. ERRT personnel will then forward all declarations, directives, and instructions to their respective personnel. A formal document may be used to declare any state of emergency at the time of declaration or retroactively produced when time permits for documentation purposes.

14.4 Notification and Warning

1. Emergency Notification

When an emergency threatening the health or safety of any campus community is confirmed by NSU Public Safety, an Emergency Notification System (ENS) message will be sent university-wide to all registered NSU community members. For emergencies that don't pose an immediate or ongoing threat to the campus community, a threat assessment and evaluation process will occur to determine if an ENS alert or timely warning is warranted.

2. Situational Awareness

a. Pending Threat

Upon notification of an immediate or ongoing threat to the university community, NSU Public Safety will send out an ENS alert to the campus community.

b. Impact

Once a disaster or emergency incident has occurred, NSU Public Safety will provide real-time information to all NSU community members through the ENS. This may include shelter-in-place instructions, evacuation instructions, and safety and security steps to be taken immediately, as well as an all-clear when the incident is over or has been contained.

c. Postimpact

After a disaster or emergency has passed or been contained, NSU Public Safety will evaluate the need to provide additional information to all NSU community members through the ENS regarding response operations, recovery steps, and reentry timelines.

14.5 Protective Actions

1. Evacuation

Evacuation is the immediate removal of community members from the specific or general location they are currently occupying. NSU Public Safety has the authority to order the evacuation of buildings or select areas of a campus to ensure life safety.

An evacuation of a building or select area does not automatically result in the cancellation of classes or the closing of all or part of a campus. Should an evacuation of a building significantly affect the ability to reconvene normal operations, a separate approval to cancel or close a portion or all of a facility may be required following established policies.

The Emergency Response Guide (ERG) provides the recommended evacuation procedures for NSU community members.

2. Shelter-in-Place

Shelter-in-place is the immediate securing of community members in the specific or general location they are currently occupying. NSU Public Safety has the authority to order occupants of buildings or select areas of a campus to shelter-in-place to ensure life safety.

The ERG provides the recommended shelter-in-place procedures for NSU community members.

3. Temporary Closures/Suspension of Services and Systems

Temporary closure means cancellation of all nonessential functions and events and the general prohibition of nonessential individuals to remain in the closed area. Only the NSU president or designee has the authority to close the university as a whole, any campus, any facility, or any area in response to an incident or threat. The length of closure will be based on the type of incident, severity, and/or damage.

Essential personnel should remain on campus, unless they are ordered to leave by NSU Public Safety or local emergency response personnel. General NSU community members must remain out of the hazard area and away from emergency response operations.

When a determination is made to close or restrict access to an area, those without authorization will be denied access by NSU Public Safety officers under the authority of private property and/or safety hazard concerns. Those individuals refusing to leave shall be dealt with on a case-by-case basis.

14.6 Emergency Operations Center (EOC) Activation

Although the university EOC is generally activated in response to a disaster impact, it may be preemptively activated if a disaster impact is likely or forecast.

1. Level III: Monitoring Specific Threat

The university EOC will be staffed with limited personnel, performing limited ESFs, to continually monitor all situational information and determine any potential impact to the university. Should a threat become imminent, the level of university EOC activation may be increased.

2. Level II: Partial Activation

Select ESFs within the university EOC are activated to provide or pre-stage response assets and to provide the highest level of situational monitoring possible.

3. Level I: Full Activation

The university EOC is fully activated, with all necessary ESFs, to provide coordination of all response activities, communication between all university elements, and information sharing with key stakeholders.

14.7 Resource Request Process During Declared Emergencies

Daily, minor emergency resource requests are filled through existing contracts or mutual aid agreements. However, when NSU is under a declared state of emergency and large-scale response operations are in progress, all resource requests must generally be initiated by the on-scene incident command post(s) to the campus incident command post (CP). If the CP is unable to fill the resource request, then it will be forwarded to the university EOC. If the university EOC is unable to fill the resource request, then it will be forwarded to the Broward County EOC.

14.8 University Volunteer Support

At this time, there are no officially sanctioned NSU disaster volunteer support groups. However, NSU recognizes the national Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC) programs as legitimate and supportive of overall disaster response.

14.9 Damage Assessment

NSU Facilities Management and NSU Risk Management are responsible for working with unit/subunit emergency coordinators and their designees to assess and document the extent of damage, if any, within each unit/subunit. A preliminary damage assessment should be completed as soon as practical after the incident to specifically identify damages.

Risk Management is responsible for the actual completion of FEMA claim forms and the coordination of data collection from all departments, and is the primary auditor of all documentation received. It is the university's intention that all claims made to FEMA will be eligible and fully documented.

15 | Recovery and Continuity

Recovery broadly encompasses the actions taken to return to normal operations after a disaster impact. The transition from response to recovery operations may not be a distinguished point. It is generally a gradual and varying process, especially within an organization as large as Nova Southeastern University. Units/subunits may transition from response to recovery on their own timelines, as it is not efficient for some units/subunits to delay recovery because other units/subunits have not completed response operations. The one major exception is instances where the same resource is needed both by units/subunits still in response and those transitioning to recovery. In such cases, response requirements precede those of recovery, unless otherwise determined by the university emergency coordinator.

15.1 Continuity: Unit/Subunit Emergency and Continuity Plans

Continuity is a critical component of emergency management that is generally conceptualized as spanning from the response through the recovery phase. It encompasses the effort to ensure unit/ subunit designated critical functions are either sustained throughout a disaster impact or resumed as quickly as possible after. Often, continuity is thought of as the immediate restoration of the most important services, before or during the initiation of recovery operations.

As aforementioned in both the Concept of Operations and Preparedness sections of this Comprehensive Emergency Management Plan, continuity planning and execution at NSU is completed at the unit/subunit level using the standardized unit/subunit emergency and continuity plan template. When a disaster impact is experienced, each unit/subunit within the university is responsible for executing its own respective response, continuity, and recovery plan, which it previously developed and submitted to NSU Public Safety.

15.2 Short-Term Recovery

The short-term recovery phase immediately follows incident response and entails efforts to restore the most major and critical institution-wide functions.

1. Reentry

An official, university-issued identification card (SharkCard) will be the sole means for identification and access to university facilities and property by students, faculty and staff members, and contracted service personnel following a disaster impact, just as it is used daily. Therefore, possession of a SharkCard is always required while on any campus.



University community members may only reenter a closed campus or area once an official announcement has been made indicating that the respective campus or area is now open. It is possible that special reentry conditions may be initially established, such as access permissions for only select groups of community members.

2. Reunification

Reunification and the accounting for all university community members after a disaster impact is an important component of recovery operations.

All units/subunits are required to have a pre-established reunification process as a component to their unit/subunit emergency and continuity plans. In addition, all university community members are encouraged to have a pre-established personal reunification plan for their family as a component of their personal preparedness plan; the NSU personal preparedness plan template is made available to all community members.

3. Debris Removal

Disasters may cause a significant amount of debris to accumulate in and around the impacted area and especially on roadways. Debris removal is a critical task that must be accomplished before normal university operations can resume. NSU is responsible for debris removal from private campus roadways and other private areas in and around each campus. If NSU Physical Plant is overwhelmed by the amount of debris, debris removal and monitoring companies may be utilized. State, county, and local government agencies are responsible for debris clearance on public roadways surrounding each campus.

4. Restoration of Critical Functions

Unit/subunit emergency and continuity plans capture the critical functions of each unit/subunit, the needs associated with resumption, and the recommended means to restarting.

5. Repairs

Emergency repairs are short-term actions taken to eliminate immediate threats of additional damage to a facility. These repairs may be made by authorized NSU personnel, specifically designated contractors, and/or disaster-recovery vendors. Permanent repairs are the restoring, reconstructing, or replacing of a facility to its pre-disaster condition and must be approved by Risk Management and completed in accordance with university procurement procedures.

6. Temporary Relocations

Disasters may cause certain facilities to be unusable. When necessary, alternate work locations will be identified for units/subunits whose permanent locations are unusable from damage sustained during a disaster impact.

7. Federal Emergency Management Agency (FEMA) Tracking

Units/subunits are responsible for tracking all costs incurred due to a disaster impact. Detailed records of all expenses, including salary and overtime, must be kept and, ultimately, submitted to Risk Management to ensure the university's eligibility for federal reimbursement. Specific guidance will be provided to all units/subunits post-incident based on current FEMA standards.

8. Psychological First Aid and Counseling

University populations may be psychologically affected by disaster. As deemed necessary, counseling and other support activities may be made available to students and faculty and staff members. All NSU

employees have 24/7 access to the NSU Employee Assistance Program (EAP) and can access services online at resourcesforliving.com or by phone at 877-398-5816 (press option 1 for EAP services). In addition, the NSU Center for Student Counseling and Well-Being, by Henderson Behavioral Health (CSCW), offers counseling and psychiatric services to current students. CSCW's student counseling services can be accessed by calling (954) 424-6911 or online at nova.edu/studentcounseling.

15.3 Long-Term Recovery

Long-term recovery begins at the point at which repairs are permanent rather than temporary. After essential operations are restored and affected populations have returned, the university must rebuild the campus and infrastructure to a pre-event level, or better.

1. **Permanent Repair, Demolition, and Reconstruction of Facilities and Infrastructure**
A disaster may render certain buildings or facilities uninhabitable. Long-term closure, demolition, and reconstruction of impacted facilities will be coordinated by the NSU Office of Facilities Management.
2. **Long-Term Closures**
Long-term closure would only be initiated in the case of severe damage to a significant portion of campus facilities. In such an instance, specialized plans will be developed and executed. Decisions for long-term closure would be made by university leadership after careful consideration of the situation and options available.
3. **Post-Disaster Redevelopment Planning (PDRP)**
Broward County Emergency Management is currently engaged in countywide post-disaster redevelopment planning (PDRP) efforts. The initiative focuses on identifying immediate recovery needs, as well as long-term recovery and mitigation issues, and supports the county CEMP. NSU stands to benefit from the PDRP.

15.4 Reimbursement

In the event a disaster incident is a declared disaster (by U.S. presidential declaration), NSU 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, such as the following, may be eligible for reimbursement:

- **Force Account Work:** This includes the cost for university personnel time (payroll) used in response and recovery operations.
- **Force Account Equipment:** This includes university-owned equipment used in response and recovery operations.
- **Materials and Supplies:** This includes materials and supplies used in response and recovery operations, whether used from stock or purchased.
- **Contract Work:** This includes eligible work performed by contractors (including post-disaster contracts).

FEMA provides supplemental federal disaster assistance under the Public Assistance Grant Program. This program provides support in seven main categories.

- Category A: debris removal
- Category B: emergency protective measures
- Category C: roads and bridges
- Category D: utilities water control facilities
- Category E: buildings and equipment
- Category F: utilities
- Category G: parks, recreational facilities, and other facilities

Federal Emergency Management Agency (FEMA)

Risk Management is responsible for coordinating data collection from all units/subunits, auditing all documentation received, and completing and submitting FEMA claim forms. The importance of proper and accurate documentation at the unit/subunit level cannot be overemphasized. Detailed recordkeeping must be initiated by every unit/subunit when disaster incident preparation begins. This allows for information to be collected as it occurs and for faster reimbursement after the incident.

16 | Information Collection and Analysis

16.1 Emergency Contact Information—ENS Registration Process

All Nova Southeastern University community members should keep their emergency contact information up-to-date in the emergency information/notification system to ensure they receive ENS messages. To check your information, visit nova.edu/emergency/notification/registration-process.html.

1. Data Warehouse

All contact information entered by all university personnel into Self-Service Banner is saved within a data warehouse. University administration ensures this data is kept secure, but is available for automated use by the ENS in the event an emergency message must be sent out.

a. Unit/Subunit Telephone Lists

As aforementioned, as part of the standardized unit/subunit emergency and continuity plan template, all unit/subunit supervisors are required to direct all their personnel to update their contact information in Self-Service Banner and must create a unit/subunit personnel contact list (sometimes referred to as a phone tree or recall list) at least annually.

16.2 Day-to-Day

During day-to-day operations, NSU Public Safety monitors local weather conditions, developments, and other services to ensure a complete operational picture of all NSU campuses and their surrounding communities. Additionally, there is regular monitoring of Department of Homeland Security advisories, higher education emergency management listservs, and relevant trends, information, and intelligence across campuses. NSU Public Safety also works with partners to provide preparedness and safety information to the community and university partners and assists in developing emergency preparedness plans and mitigation projects.

17 | Communications

Communications is one of the most vital aspects of every phase of emergency management. Nova Southeastern University maintains communications systems to ensure redundant, interoperable communications. These systems and their associated procedures are continually inspected and tested to ensure a state of continued operational readiness.

During an emergency/disaster, expect and be prepared for the following:

- Communications systems may be damaged or destroyed, causing partial or complete failure.
- Infrastructure and utility services related to communications may be unavailable.
- University community members may be displaced, stranded, lost, or have unknown whereabouts and need to communicate this with the university.
- A large portion of the operational workforce may be unable, or unwilling, to report to work and need to communicate this with the university.
- All available methods of communication will be used to provide information and contact employees post-emergency/disaster.

17.1 Timely Warnings

In accordance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 U.S.C. Section 1092[f]), NSU has developed a Timely Warning Policy intended to aid in the prevention of crimes posing a serious or continued threat to the university community. If a situation arises, either on or off campus, that constitutes a serious and/or continuing threat, a campus-wide timely warning will be issued. At a minimum, notices will be posted in each residence hall and in the Don Taft University Center. This warning may also be issued through the university email system to students and faculty and staff members and will be posted on the NSU Public Safety website at nova.edu/publicsafety/crimealerts.html.

17.2 Emergency Notification/Emergency Notification System (ENS)

In accordance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 U.S.C. Section 1092[f]), NSU has also developed an emergency notification policy. An immediate emergency notification will be sent to notify the NSU community of any confirmed immediate threat to the health or safety of NSU students or employees on any campus. The decision to notify the community will be made on a case-by-case basis. Warnings may be delayed or withheld if they would compromise efforts to contain the emergency. The director of NSU Public Safety or the associate director of communications will initiate the message based on the protocol in place to deliver this type of information. In addition, the executive vice president/chief operating officer and the vice president of Facilities Management are authorized to initiate and approve all emergency notifications.

NSU Public Safety; the Office of Innovation and Information Technology; and the Division of Public Relations, Marketing, and Creative Services (PRMCS) will test the ENS on an annual basis and document the information concerning a description of the exercise (i.e., date, time, and if announced or not announced). This documentation will be posted on NSU's emergency web page, at nova.edu/emergency.

NSU's ENS is used to send messages to the university community in such instances. The ENS is a multimodal, mass-notification solution composed of multiple systems and policies and used to provide rapid community notifications. A multimodal approach is utilized because no single communications mode can reach every member of the NSU community; NSU has tens of thousands of community members utilizing a significant number of diverse campuses throughout the United States and the Caribbean. The ENS is configured in such a manner as to allow for select mediums to be utilized in specific situations where the use of all mediums is deemed inappropriate. Emergency messages may be sent through some or all of the following modes.

- voice message (to cell, office, and home phones)
- text message (to cell phones)
- email
- computer pop-ups
- classroom emergency intercoms
- exterior public address systems
- athletic field giant voice speakers
- blue-light telephones (with public address)
- LCD "SharkTube" Displays
- campus signage
- NSU emergency webpage
(nova.edu/emergency)
- emergency information hotline (800-256-5065)
- NSU Public Safety officer announcement
- campus radio (88.5 FM)
- local news media
- severe weather prediction system
- NSU's Facebook page
(facebook.com/NSUFlorida)

NSU employees and students shall obey directives and informative announcements made through the ENS and shall govern themselves by the instructions given. Any community member seeking additional information or clarification of an ENS announcement may call the emergency information hotline at 800-256-5065 or visit the NSU emergency web page at nova.edu/emergency.



17.3 Public Information

In an ICS Structure, the public information officer (PIO) is responsible for providing public information to students, faculty and staff members, the general public, and media outlets before, during, and after a disaster or emergency incident. PRMCS will provide a PIO. The PIO is also responsible for coordinating the identification of a central point of contact for the media. All NSU community members should direct all media inquiries to the PIO.

17.4 External Communication Tools

1. Emergency Web Page

NSU maintains a dedicated emergency web page to provide pre- and post-incident information to the NSU community, nova.edu/emergency. The website is used in conjunction with the emergency information hotline when any ENS alert is sent out to provide continually updated official information, including campus closings, event cancellations, and campus reopenings. New information will be posted as frequently as warranted. Should this website fail due to supporting hardware interruption, a backup website has been pre-established and functions in the same manner (blackout.nova.edu).

In addition, in the event of a hurricane, a spinning hurricane icon link to the emergency webpage will appear at the top of the NSU homepage, at nova.edu.

2. Emergency Information Hotline

NSU maintains a 24-hour, dedicated emergency hotline to provide pre- and post-incident information to the community: 800-256-5065. The hotline is used in conjunction with the emergency webpage when any ENS alert is sent out to provide continually updated official information, including campus closings, event cancellations, and campus reopening. New information will be posted as frequently as warranted. The university's main number, (954) 262-7300, may serve as an emergency information hotline number in the event of a significant incident.

The emergency information hotline can be rerouted if the switch or local phone provider system fails, ensuring that the hotline and information presented on it is continuously available.

3. Social Media

NSU maintains emergency notifications on the following social media site to provide emergency information and protective actions to students and faculty and staff members in a timely manner.

- Facebook: facebook.com/NSUFlorida

4. iShark Mobile App

The iShark Mobile App can be downloaded to most mobile devices (nova.edu/iShark). The app provides a wide range of university-specific information, including emergency contact numbers, maps, and a live radio station feed.

5. WNSU (92.9 FM) Radio Station

WNSU, NSU's radio station, may disseminate emergency information through its frequency, which can be heard through a radio receiver at most campuses, or online at 92.9 FM.

6. Television Emergency Alert System (EAS)

Cable television feeds on some NSU campuses are equipped with an emergency alert system (EAS) that may be used to provide emergency information on some or all channels.

17.5 Internal Communication Tools

1. Conference Bridges

NSU maintains conference bridges for use during day-to-day operations that may be used during a disaster or emergency incident for coordination and information sharing.

2. Webinar

NSU maintains webinar portals for use in teleconferencing, remote classrooms, and other situations requiring both voice and video capabilities. During disasters or emergency incidents, webinar capability can be used for coordination and information sharing.

3. Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS)

The government emergency telecommunications service (GETS) is a capability developed to improve call completion over public landline telephone networks. It is intended to be used in an emergency or crisis when the public switched telephone network (PSTN) is congested and the probability of completing a normal call is reduced. Wireless priority service (WPS) is a corresponding component for cellular phones.

4. Blue-Light Telephones

Blue-light telephones are freestanding or wall-mounted communications units, marked with a constantly illuminated blue light on top and the word EMERGENCY on the side, that are located throughout outdoor areas and parking structures on many of NSU's campuses. They provide a direct voice connection to NSU Public Safety.

5. Emergency Intercom

Classroom emergency intercoms are wall-mounted communications units, marked with the words EMERGENCY USE ONLY across the top, that are located within numerous classrooms near the instructor's podium on many of NSU's campuses. They provide a direct voice connection to NSU Public Safety when activated.

6. Radios

Portable two-way radios are maintained for communications among some ERRT members, as well as other key personnel. The radios have a common channel that can be used for uniform communication.

7. Satellite Phones

NSU has access to portable satellite phones through a vendor. The satellite phones may be requested and distributed to some ERRT members, as well as other key personnel, if cell and/or landline communications fail during an incident.

8. Severe Weather Prediction System

NSU has a severe weather and lightning prediction system that is utilized by key personnel for event planning, facility management, and the clearing of university athletic fields when inclement weather is imminent. In addition, an outdoor speaker system that is part of the ENS may be used to broadcast audible severe weather and lightning warnings to all campus athletic fields. All severe weather alerts are made available to the entire NSU community via the NSU emergency web page, at nova.edu/emergency.

9. 911 Monitoring System

NSU Public Safety does not directly receive 911 telephone calls. However, NSU Public Safety can monitor 911 calls on some campuses and is in direct radio contact with Town of Davie police officers.

18 | Administration, Finance, and Logistics

18.1 Financial Tracking

It is the policy of Nova Southeastern University that all disaster-related expenditures be tracked for possible reimbursement purposes. Every unit/subunit is responsible for tracking all costs related to emergency response, including force account work, force account equipment, materials, supplies, and contract work. Units/subunits will submit a spreadsheet with all emergency-related costs by type and complete a claims worksheet with the following information:

- unit/subunit account number
- unit/subunit name, address, building, room number, and campus
- unit/subunit phone number
- description of damaged equipment or work performed
- property accounting reference number (for equipment only)
- original cost of item (supply a copy of the purchase order and invoice, if possible)

The finance/administration section of the university EOC will be responsible for collecting unit/subunit claims worksheets with expenditures, ensuring completeness, tracking campus costs, and preparing a list of all expenditures by type, in addition to a total response cost. All such documentation will then be submitted to NSU Risk Management.

18.2 University Disaster Accounts

In the event of a state of emergency declaration by the NSU president or designee, NSU Risk Management will establish just-in-time disaster accounts for use during incident response and recovery operations. These disaster accounts will be configured such that each individual building or facility will have its own account. The intent of the disaster accounts is to facilitate the most accurate tracking of repair and replacement costs due to the disaster incident, thereby simplifying the FEMA claims process. In addition, other new, specific-purpose accounts may be created to facilitate the tracking of other disaster response and recovery costs, such as those associated with construction debris and vegetative debris removal. It is important that such costs do not get charged to the usually utilized accounts.

18.3 Procurement

In the event of a state of emergency declaration by the NSU president or designee, the NSU Office of Procurement Services (purchasing department) will support key units/subunits in ensuring an adequate stock of requested supplies are on hand for response, continuity, and recovery operations.

To facilitate this objective, the Office of Procurement Management may

- establish special emergency blanket purchase orders (POs) with predetermined critical vendors
- create special multipart PO forms with emergency PO number sequencing for manual issuance
- consider and approve purchasing policy exceptions
- provide and release emergency POs

- facilitate emergency purchases with purchasing cards and/or cash reserves
- coordinate delivery and logistics for relief goods and services
- secure emergency cash reserves and NSU credit cards

18.4 Contracts

NSU maintains several contracts to carry out day-to-day business. When possible, these existing contracts should be used to obtain services and supplies needed during emergency responses.

In addition, NSU participates in an insurance pool that has existing agreements with disaster remediation companies. These companies can be utilized by all insurance pool members, including NSU. In the event of a state of emergency declaration by the university emergency coordinator, NSU Risk Management will notify the insurance pool, and a response from a disaster remediation company would be triggered. In the event of certain, probable, or forecast disaster impacts, such as hurricanes, the disaster remediation companies will likely be on standby.

18.5 Accommodations and Travel

In the event of a state of emergency declaration by the NSU president or designee, NSU's Travel Office will be automatically put on standby to identify and secure hotel locations, and/or make travel arrangements for emergency response, continuity, and recovery operations.

18.6 Essential Personnel and Disaster Pay

Employees may be designated essential by their supervisor at the time of an emergency or in preparation for an emergency, or they may be specified by position in a relevant response plan or by procedure, such as in previous sections of this Comprehensive Emergency Management Plan. In some instances, general NSU personnel may be asked to volunteer for an essential position. An essential employee is required to perform duties as directed by their supervisor or specified in a relevant response plan or procedure before, during, and after a disaster impact. These duties may not be consistent with day-to-day roles and responsibilities. Officially, designated essential personnel are generally exempted from general policies for campus closing and work release. Institutional policy governs the pay of essential personnel.

The protection of payroll information and the preparation for emergency disbursement methods will be automatic processes performed by the payroll department and human resources in the event of a state of emergency declaration by the NSU president or designee.

19 | Partnerships

Nova Southeastern University's multiple campuses and facilities are serviced by many public safety agencies, and NSU is committed to enhancing collaboration and communication with these agencies to avoid duplication of effort and ensure that the university's emergency policies, plans, and procedures are consistent with local, state, and federal plans. In addition, NSU Public Safety frequently works with local, county, regional, state, and federal public safety authorities to provide the highest possible level of safety and services to all NSU campus communities.

19.1 Local

1. Public Safety Agencies

NSU Public Safety has informal partnerships with each public safety agency that has jurisdiction over any of NSU's campuses, except for the Fort Lauderdale/Davie Campus. At this location, NSU and the Town of Davie Police Department have a written agreement that includes a provision for the assignment of Davie police officers to provide a full range of law enforcement services to the campus in coordination with NSU Public Safety.

19.2 County/Regional

1. Broward County Office of Emergency Management (OEM) / Emergency Operations Center (EOC)

NSU has an informal partnership with the Broward County Office of Emergency Management (OEM) and its respective Emergency Operations Center. On a regular basis, the OEM shares relevant, countywide disaster information and intelligence with NSU and NSU shares information with the county, so an accurate, countywide operating picture and situation status can be developed.

2. Southeast Regional Domestic Security Task Force (SERDSTF)

NSU Public Safety personnel are members of Florida's Southeast Regional Domestic Security Task Force, which is part of a statewide working group focused on assessing, preparing for, preventing, protecting, responding to, and recovering from acts of terrorism that affect the state. Bidirectional communication and interorganizational collaboration is the primary means through which this is accomplished. Meetings are held regularly. Florida's seven Regional Domestic Security Task Forces (RDSTFs) play key roles in implementing statewide, regional, and local policy recommendations. Each task force represents functional component groups, including critical infrastructure, education/schools, emergency management, fire rescue, health/medical, interoperable communications, law enforcement, public information, and training.

a. Virtual Fusion Center

The virtual fusion center system, coordinated by the SERDSTF, is a web-based tool designed to facilitate communications and information sharing between all RDSTF members for emergency/disaster preparedness and response. NSU Public Safety personnel have virtual fusion center access.

19.3 State/Federal

1. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA)
NSU has an unofficial partnership with the DHS and FEMA. Bidirectional communications occur regularly, as well as during times of emergency/disaster.
 - a. See Something, Say Something™
One of the most notable accomplishments of the NSU-DHS/FEMA partnership is the national See Something, Say Something™ campaign, implemented in coordination with DHS. The campaign is a simple and effective program designed to raise public awareness of indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity to the proper local law enforcement authorities.
 - b. National Terrorism Advisory System (NTAS)
The National Terrorism Advisory System replaced the color-coded Homeland Security Advisory System (HSAS). This system more effectively communicates information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. NSU Public Safety personnel monitor NTAS communications.
2. Federal Bureau of Investigation (FBI) Law Enforcement Online (LEO)
The FBI's LEO is a secure, Internet-based information-sharing system for agencies around the world that are involved in law enforcement, first response, criminal justice, antiterrorism, and intelligence. With LEO, members can access or share sensitive, but unclassified, information any time. NSU Public Safety personnel have LEO access.
3. National Weather Service (NWS)
NSU is a member of the Miami National Weather Service Emergency Management group. When weather emergencies/disasters are threatening or experienced, the Miami NWS Office will communicate critical information to this group. As a result, information can be learned before official NWS briefings are released to the public. In addition, specific questions can be asked directly to the meteorologists making the forecasts.

20 | Plan Development, Maintenance, and Accessibility

20.1 Continuous Development and Maintenance

This plan—in conjunction with the campus emergency operations plans (EOP), unit/subunit emergency and continuity plans, community member Emergency Response Guide, community member personal preparedness plans, and all associated policies, procedures, and guidance documents—comprise the Nova Southeastern University university-wide Comprehensive Emergency Management Plan. The plan was developed under the direction of the University-Wide Crisis Response Task Force, with the support of a multitude of other faculty and staff members, students, and subject-matter experts (SMEs).

NSU Public Safety is responsible for coordinating the preparation and regular updating of the CEMP. NSU Public Safety will ensure this plan is consistent with local, county, and state plans; applicable university policies and bylaws; and state and federal statutes, laws, and requirements. Additionally, NSU Public Safety will ensure that the other CEMP components are reviewed and updated by those responsible on a regular basis.

All suggestions, recommendations, and requests for procedural changes are to be submitted, in writing, to NSU Public Safety for technical and operational review. All changes recommended by NSU Public Safety will be submitted, in writing, to the University-Wide Crisis Response Task Force for evaluation and adoption.

20.2 Accessibility

This CEMP is made available to all NSU community members through the NSU website, at nova.edu/emergency.

21 | Acronyms

AAR	After Action Report
AED	Automated External Defibrillator
ADA	Americans with Disabilities Act
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
CP	Command Post
EAS	Emergency Alert System
ELMS	Enhanced Local Mitigation Strategy
EM	Emergency Management
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERG	Emergency Response Guide
ERRT	Emergency Resource and Response Team
ESF	Emergency Support Function
FAC	Florida Administrative Code
FDEM	Florida Division of Emergency Management
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise Evaluation Program
HVA	Hazard and Vulnerability Analysis
IAP	Incident Action Plan
ICS	Incident Command System
IDEP	Institute for Disaster and Emergency Preparedness (at NSU)
MAC	Multi-Agency Coordination Systems
MTEP/MYTEP	Multiyear Training and Exercise Program
NIMS	National Incident Management System
NTAS	National Terrorism Advisory System
NSU	Nova Southeastern University
NWS	National Weather Service
PAD	Public Access Defibrillator
PDRP	Post-Disaster Redevelopment Planning
PIO	Public Information Officer
SERDSTF	Southeast Regional Domestic Security Task Force
SOP	Standard Operating Procedure
SME	Subject-Matter Expert
THIRA	Threat and Hazard Identification and Risk Assessment
TTE	Test, Training, and Exercise

22 | Glossary and Key Terms

Activation	When the Comprehensive Emergency Management Plan has been implemented, whether in whole or in part. Also, applies to activating the emergency operations center.
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.
CEMP	Comprehensive Emergency Management Plan. A CEMP contains policies, authorities, concepts of operations, constraints, responsibilities, and emergency functions to be performed. Other response plans, SOPs, and specific IAPs 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, and 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 resulting from a human-generated or natural disaster.
Declaration	1—The formal action by the President of the United States to make a state eligible for major disaster or emergency assistance. 2—The formal action by the NSU president to declare a disaster at the university and meet requirements for activating disaster spending accounts and disaster pay clauses in certain contracts.
Disaster/Emergency Incident	Any occurrence of widespread or severe damage, injury, or loss of life or property resulting from a natural, technological, or man-made 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 people and/or property that the resources available are exceeded.

Emergency	An unexpected situation or event that places life and/or property in danger and requires an immediate response to protect life and property. Examples of an emergency may include fires; explosions; chemical, biological, environmental, and radiation incidents; bomb threats; civil disturbances; medical emergencies; natural disasters; structural failures; and accidental or human-generated disasters. Any aircraft crash, hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe, that requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster is an emergency.
Emergency Management	The preparation for and carrying out of all emergency functions, to minimize injury and to repair damage resulting from disasters caused by fire, flood, storm, earthquake, or other natural causes; by technological events; or by enemy attack, sabotage, or other hostile action, and to provide support for rescue operations for people and property in distress and for humanitarian aid. Emergency management includes mitigation against, preparedness for, response to, and recovery from disasters or emergencies.
Emergency Operations Center (EOC)	A pre-defined physical location from which management officials coordinate information and resources in an emergency or disaster. It is equipped and staffed to provide support in coordinating and guiding emergency/disaster operations and is 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 was established to facilitate the delivery of disaster assistance required during the immediate response phase of an incident to save lives, protect property and public health, and maintain public safety. ESFs represent those types of disaster assistance that 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 the CEMP.

Facility	Any publicly or privately owned building, works, system, or equipment, built or manufactured, or an improved and maintained natural feature. Land used for agricultural purposes is not a facility.
Federal Emergency Management Agency (FEMA)	FEMA plays a multifaceted 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, families, and nongovernmental organizations. FEMA leads the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident.
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. It is then 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, a consolidated action plan, a manageable span of control, designated incident facilities, and comprehensive resource management.
Incident Commander (IC)	Under the Incident Command System, the person assigned to have overall responsibility for response to an incident.
Interoperability	The ability of systems, units, or agencies to provide services to and accept services from other systems, units, or agencies and to use the services so exchanged to enable them to work effectively together.
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, 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 nongovernmental 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 prearranged 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 nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity.
National Response Plan (NRP)	Upon adoption, the NRP replaces the initial national response plan (INRP), a successor to the federal response plan (FRP). The NRP integrates a preexisting family of federal prevention, preparedness, response, recovery, and mitigation plans into a single all-discipline, all-hazards plan that lays out a national framework for domestic incident management and applies to incidents of national significance.
Personal Protective Equipment (PPE)	Equipment to protect a person working in a hazardous environment.
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 tribal 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 and/or reconstituting 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 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, environment, and property, and 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 staff. It is 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 several interrelated functions in a uniform manner.
State of Emergency	A condition during which special precautions/actions will be necessary to safeguard property and the health and lives of people within a community or organization.
Unified Command	An application of the Incident Command System (ICS) is used when there is more than one agency with incident jurisdiction. Agencies work together through their designated ICs at a single incident command post (ICP) to establish a common set of objectives and strategies and a single incident action plan.
Vulnerability	Susceptibility to physical injury or attack. "Vulnerability" refers to the susceptibility to hazards