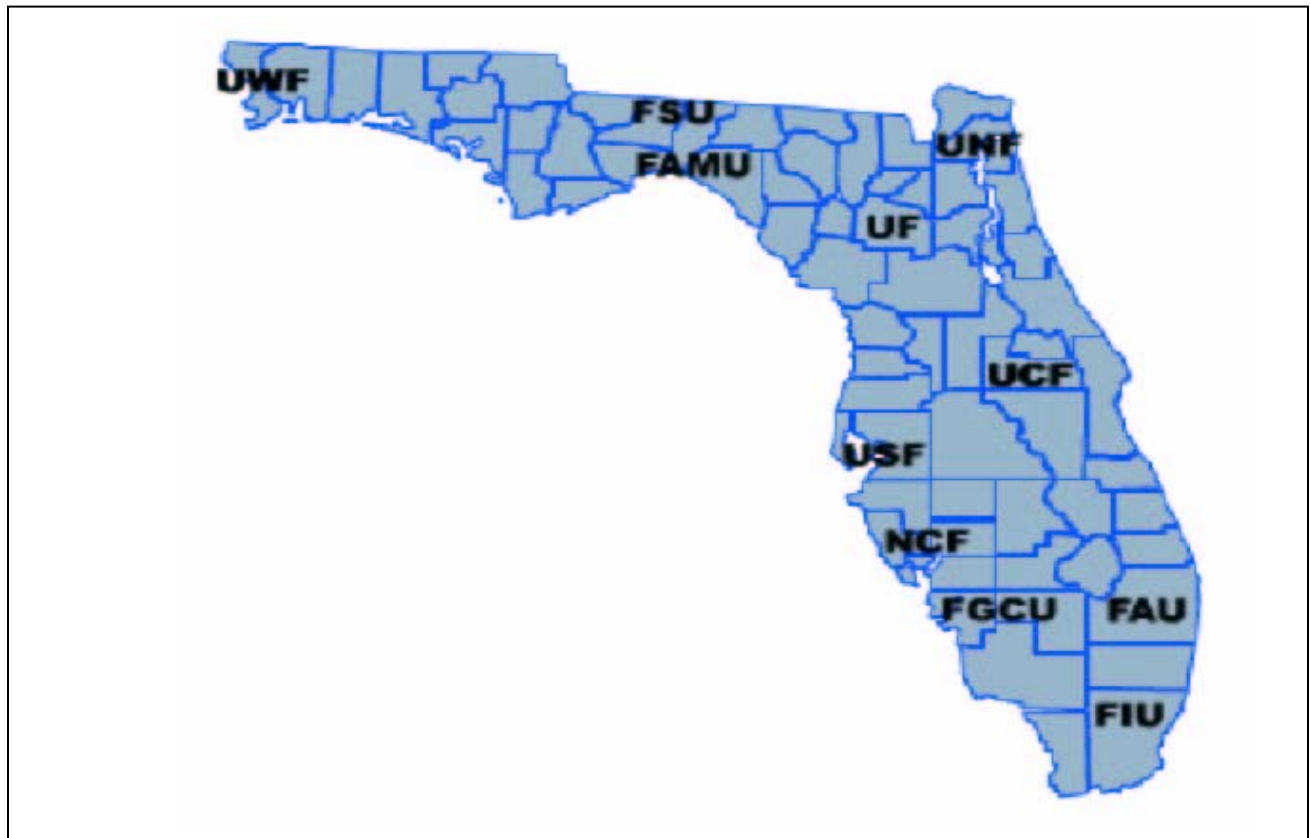


**January 19, 2007**

**STATE UNIVERSITY SYSTEM  
EMERGENCY MANAGEMENT  
TASK FORCE REPORT**



By the Emergency Management Task Force  
Sandra Flake, Chair  
Jennifer Mwaisela-Rose, Vice-Chair

**TABLE OF CONTENTS**

**LETTER FROM THE CHAIR .....3**

**EXECUTIVE SUMMARY OF RECOMMENDATIONS .....5**

**ACKNOWLEDGMENT .....6**

**EMERGENCY MANAGEMENT TASK FORCE MEMBERS .....7**

**BACKGROUND .....9**

**METHOD .....12**

**FINDINGS .....19**

**RECOMMENDATIONS & CONCLUSION .....30**

**APPENDIX A ~ SUS SURVEY .....43**

**APPENDIX B ~ IT DISASTER READINESS PROPOSAL.....59**

## LETTER FROM THE CHAIR



Office of the Provost  
Academic Affairs  
11000 University Parkway  
Pensacola, FL 32514-5750

January 19, 2007

Mark Rosenberg, Chancellor  
State University System of Florida  
325 W. Gaines Street, Suite 1614  
Tallahassee, FL 32399-0400

Dear Chancellor Rosenberg:

The State University System Emergency Management Task Force (EMTF) began work March 1, 2006, with the goals of developing recommendations that addressed hurricane preparedness and recovery, and recommendations that were relevant to other emergency issues including pandemics. Members of the Task Force were selected primarily from universities that had dealt with one or more major hurricanes in the past two seasons. Appended is the final report in response to our charge.

The EMTF was charged with making recommendations that would improve system-wide emergency preparation, response, and recovery. We began, given that we were rapidly moving to the 2006 hurricane season, with an assessment of hurricane responses in the prior two seasons. Along with other activities, the EMTF conducted two surveys on key issues. The surveys validated the Task Force's focus over the nine months during which we researched and evaluated key concerns. All 11 institutions participated in both surveys. All universities in the SUS were found to have both Emergency Operations Plans and Continuity of Operations Plans. These plans are, in many cases, being updated both in response to the disaster recovery knowledge we have gained from the 2004 and 2005 seasons, and in anticipation of wider emergency issues such as the requirement for compliance with the National Incident Management System (NIMS).

Based on the information gathered and the experience of several institutions, we made initial recommendations to the Board of Governors meeting in July 2006 that addressed hurricane preparedness and recovery.

We then turned our attention to other emergencies. The possibility of a pandemic was a major concern, as were other types of emergencies. Following our review of testimony from several experts in these issues, we reviewed our recommendations and revised them to incorporate a wider array of emergency issues. Our final recommendations were presented to the Board of Governors at their November meeting.

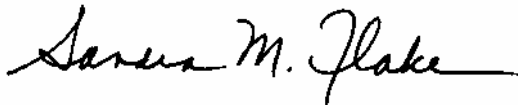
The recommendations we propose fall into five broad areas, which are presented in more detail in this report. We identified actions that would improve communication, would create efficiencies, and would support effective recovery under difficult financial circumstances.

Our final recommendations addressed needs for:

- Adequate funding for recovery;
- Immediate access to resources necessary for emergency management, response, and recovery;
- Resources for a full-time emergency management position at each institution and at the Board of Governor's office;
- Coordinated and cost-effective information technology disaster recovery and business continuity systems; and
- An SUS working group for coordinated pandemic and other disaster planning.

The Emergency Management Task Force has now completed its charge. The members and I thank you, again, for this opportunity to serve the SUS.

Regards,



Sandra M. Flake  
Provost

C: Members, EMTF

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## EXECUTIVE SUMMARY OF RECOMMENDATIONS

1. Ensure **adequate funding for disaster recovery such as providing insurance settlements at full replacement value** vs. actual cash value. The Board of Governors (BOG) should work with the Florida Department of Risk Management to revise appropriate legislation to **provide for full replacement value** vs. actual cash value.
2. Establish an **Emergency Management Trust Fund**, from which universities would be able to access post-occurrence recovery funds immediately to get damaged facilities up-and-running. Funds would be available immediately and universities would reimburse the Trust Fund (at no interest or cost to the universities) upon receipt of insurance settlement or FEMA disbursements. {Potential Financial impact: \$10 million minimum}
3. Beginning in 2007-08 LBR, fund a 100% permanent position of **Director of Emergency Management/Homeland Security** at each of the 11 institutions, and at the Board of Governors (BOG). Some federal funding may be available as the scope of responsibilities of these positions include "homeland security". {Potential financial impact: \$1.5 million}
4. Establish appropriate resources for **Off-site Information Technology Management/Data Centers** for backup of mission critical data - perhaps at off-site out-of-state locations such as the Northwest Regional Data Center (NWRDC), Central Regional Data Center (CRDC) or other SUS universities. The potential financial impact is estimated to be \$20 million over a five-year period.
5. **Establish SUS working group** to assure ongoing coordinated pandemic and emergency preparedness planning. Develop and disseminate an SUS Emergency Preparedness Toolkit to include best practices identified from SUS universities and other institutions of higher education. {Potential financial impact: \$0.00}

## ACKNOWLEDGMENT

### EXPERTS WHO ADDRESSED THE TASK FORCE

Mr. Ben Nelson  
State Meteorologist  
Florida Department of Emergency Management

Steve Morris, M.D., R.N., Co-Director  
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Disaster & Bioterrorism Training Center, USF

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Mr. Scott McPherson  
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Dr. Audrey Heffron  
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Mr. Shannon Segers, Bureau Chief  
Department of Risk Management  
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### AD HOC PANDEMIC IT RESOURCE TEAM

#### **Florida State University**

Carl Baker  
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#### **University of Central Florida**

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Martell Arnett  
Marc Hoit  
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Allen Pither

## EMERGENCY MANAGEMENT TASK FORCE MEMBERS

Dr. Sandra Flake, Task Force Chair  
Provost, Academic Affairs  
University of West Florida

Ms. Jennifer Mwaisela-Rose, Task Force Vice-Chair  
Associate VP of Risk Management & Environmental Health & Safety  
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Mr. Larry Conrad  
Associate VP of Technology Integration & Chief Information Officer  
Florida State University

Mr. Bob Donley  
Chief of Operations  
Florida Board of Governors

Mr. Tom Donaudy  
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Dr. Richard Paradise  
Director of Physical Plant  
University of Central Florida

Ms. R.E. Sofer  
Education Policy Consultant  
Office of the Chancellor, BOG

## BACKGROUND

In 2004, three hurricanes with sustained winds of at least 115 mph (185 km/h) made landfall in Florida. Of these, two (Frances and Jeanne) made landfall in the same location within three weeks of one another. Hurricane Ivan caused more than \$10 million in damages at the University of West Florida. All 11 State universities were affected, either because of direct impact or because of the use of their facilities as public shelters.

The 2005 Hurricane Season produced seven major hurricanes. Five made landfall, resulting in damage and destruction of university facilities, and interruption and cancellation of classes. The most catastrophic effects were felt on the Gulf Coast and at the University of West Florida. Once again, all 11 universities were impacted. Several universities such as Florida Atlantic University, the University of Florida and University of West Florida, which were still engaged in long-term recovery efforts, faced the compounded financial impact of sequential losses and the need to repair and restore services even while they waited for insurance or FEMA reimbursements.

### 2004 & 2005 Hurricane Season Financial Impact - \$47.2 Million

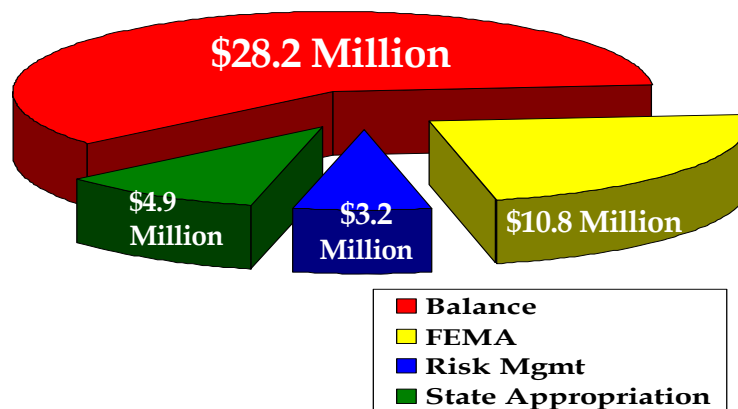


Figure No. 1

On March 1, 2006, Chancellor Mark B. Rosenberg established the State University System (SUS) Emergency Management Task Force (EMTF) and appointed Dr. Sandra Flake, Provost of the University of West Florida, to chair the Task Force. The EMTF was charged with developing recommendations for a comprehensive system-wide approach to prepare for and manage emergencies. Chancellor Rosenberg commissioned the Task Force to evaluate the 2004 and 2005 hurricane emergency management response at the 11 SUS universities and to identify best practices and opportunities for improvement. The EMTF was also tasked with making recommendations to plan for the challenges related to other emergencies. The main concerns were identified as follows:

- Hurricanes
- Other Emergencies
  - Pandemic
  - Acts of Terrorism
  - Natural Disasters
  - Technological Disaster/Failures

This report summarizes the work of the EMTF's and the final recommendations.

The EMTF researched and collected data from various sources. These sources and data collection methods included two surveys of the SUS institutions, consultation with subject matter experts, review and evaluation of emergency management lessons-learned and evaluation of best practices at various institutions throughout the country, with particular emphasis on those institutions subject to the same threats and hazards as the universities in the Florida State University System.

Information was distributed and coordinated through the Chancellor's office and access to the State University System Emergency Management Task Force Web site: [http://www.flbog.org/Emergency\\_Management/](http://www.flbog.org/Emergency_Management/). The EMTF met four times via conference calls and held four meetings in Tampa, Tallahassee, Orlando and Pensacola. Various members of the EMTF took responsibility to conduct additional evaluations, expand on specific issues

and to make recommendations that were then presented to the EMTF for discussion, input, and endorsement by the chair as substantially sufficient to be advanced as a recommendation.

## METHOD

The EMTF defined the key issues and scope of the project based on the following elements:

1. Responsive to national and local concerns about Avian Flu, the Chancellor requested the EMTF include SUS planning considerations for the Avian Flu.
2. Initiatives by the Department of Education that encouraged universities and colleges to achieve compliance with the requirements of the US Department of Homeland Security National Incident Management System (NIMS) warranted an evaluation of NIMS compliance status and overview of the benefits of compliance for the 11 universities.
3. Widely reported occurrences of communication failures resulting from a lack of redundancy and dependence on incompatible communication technologies suggested the need to examine interoperability of communications, redundancy and selection of communication devices and service providers.
4. The potential to package contracts for services such as clearing debris, receiving fuel and carrying out emergency repairs in order to save costs was determined to be important given that the cost incurred for hurricane response efforts in 2004 and 2005 was approximately \$49 million, which placed a significant burden on the universities' cash flow.
5. Review of the types of mutual-aid agreements that would be beneficial within the SUS and between the SUS and other agencies.
6. The delays universities experienced in receiving reimbursements pointed to the need to examine what recommendations could be made to expedite insurance and FEMA payments, and to make emergency funds immediately available in the aftermath of emergencies.
7. In view of the increased demands to deal with emergencies such as hurricanes and other issues, the need for a 100% FTE position, dedicated to emergency management at each university and at the Board level.

8. The creation and content of a Web-based centralized resource, accessible to the 11 SUS institutions, in order to improve coordination, communication and collaboration among the universities.
9. The opportunity for the SUS to be represented at the State Emergency Operations Command Center (EOC), whenever the EOC is activated for emergencies with the potential to affect the SUS.
10. Evaluation of the budgetary impact of various universities' emergency preparations, response and recovery efforts, specifically:
  - a. Impact of days lost on the academic calendar
  - b. Collective bargaining agreements
  - c. Compensation and leave provisions for emergency workers
  - d. Property insurance and replacement costs for equipment and facilities
  - e. Effects on ongoing research and grants
  - f. Cash flow
  - g. Staffing
  - h. Emergency purchasing/procurement

**Planning Assumptions:**

1. The State University System of Florida comprises 11 institutions – the University of Florida, Florida State University, Florida A&M University, the University of South Florida, the University of Central Florida, Florida Atlantic University, Florida International University, the University of West Florida, the University of North Florida, Florida Gulf Coast University and New College of Florida.
  - Each university operates as an independent institution within the framework, legal requirements and performing guidelines of the State of Florida and Florida Board of Governors.

- Each institution strategically and operationally focuses its efforts and resources according to its priorities and needs.
- Geographical location, size and composition of staff and student population, and agreements with local emergency management agencies and nongovernmental organizations such as the American Red Cross, influence the manner in which each institution administers emergency management planning and response.
- Given the unique attributes and relative independence of each institution, the EMTF focused on recommendations that could be carried out across-the-board, regardless of the location, size or affiliation agreements the institution had established with local emergency management offices and any nongovernmental organizations.
- The emergencies considered by the EMTF were limited to events that:
  - a. Resulted in the universities filing claims with the State Bureau of Financial Services because of damage caused to facilities
  - b. Resulted in the universities filing claims with the Federal Emergency Management Agency
  - c. Triggered an interruption of classes and university schedules
  - d. Required universities to provide or perform the following activities:
    - Emergency lodging or mass-care shelters in university buildings;
    - On-campus sheltering for residential student population;
    - Quarantine for faculty, staff or students; and
    - Providing food and support for activities of daily living for emergency workers on campuses when normal commercial feeding facilities and local transportation resources are not available or accessible.

2. The EMTF was established in the wake of two extremely active hurricane seasons, in which several institutions experienced significant losses. All indications were that this trend would continue unabated for the next several years.
  
3. The EMTF established work plan milestones based on the scheduled meeting dates for the Board of Governors (BOG) in June 2006, November 2006, and January 2007. The work of the Task Force was limited to nine months.

**Work Plan:**

The EMTF undertook the following initiatives:

- Assessed threats, vulnerabilities, lessons learned and system-wide opportunities for improvement with regard to natural, man-made and technological emergency events. Table No. 1 shows the threats considered as they relate to inclement weather and an outbreak of infectious diseases, whether deliberately introduced as a terrorist act, or the result of the travel and migration patterns of humans and animals.

Table No. 1

NATURAL HAZARDS	MAN-MADE HAZARDS	TECHNOLOGICAL HAZARDS
<p><b>Atmospheric</b></p> <p><input checked="" type="checkbox"/>Hurricanes/Tropical Storm</p> <p><input checked="" type="checkbox"/>Severe Thunderstorm (inc. lightning and hail)</p> <p><input checked="" type="checkbox"/>Tornado</p> <p><input checked="" type="checkbox"/>Flood</p> <p><input checked="" type="checkbox"/>Storm Surge</p>	<p><b>Biological</b></p> <p><input checked="" type="checkbox"/>Infectious Disease</p> <p><input checked="" type="checkbox"/>Terrorism</p>	<p><b>Other</b></p> <p><input checked="" type="checkbox"/>Internet &amp; Communications Interruptions</p>

- Consulted with six subject matter experts.
- Conducted a survey consisting of 35 questions that targeted various aspects of emergency management planning, response, recovery and restoration at the 11 SUS universities.
- Conducted a survey on financial impact of 2004 and 2005 hurricane seasons on the universities.
- Evaluated and charted 2004 and 2005 insurance and FEMA reimbursement timelines.
- Evaluated the claims adjustment process used by the Florida Division of Risk Management.
- Researched and evaluated industry best practices related to management of specific threats on mission critical operations at each of the 11 universities.
- Reviewed relevant laws and guidance documents.
- Developed and evaluated a pandemic scenario in order to identify the role of the IT infrastructure in supporting the SUS's response and continuity of operations during the various phases of an outbreak. An Ad Hoc Pandemic IT Resource Team developed the planning assumptions for this scenario. The team applied the following planning assumptions to the development of the Pandemic Scenario:
  - a. The fabric of society will be preserved at a functional level, for example, grocery stores will sell food, gas stations will sell gas, employers will continue to function and pay employees.
  - b. University facilities will remain open, operations will continue, and there will be a core set of people able to provide support albeit at a reduced level and functions handled remotely.
  - c. The public Internet will continue to function and students would be able to gain access.

- d. Students would continue to pursue their education, if they are able to do so remotely to minimize their personal exposure. Most students are already using a Course Management System (CMS) at their institution for some level of interaction.
- e. Faculty would continue to teach if they are able to do so remotely utilizing the format of instruction with which they are familiar. For most, this is a lecture-based style.
- f. The critical time frame for a systemic outbreak will persist over months and it is likely there would be multiple “waves” of outbreaks with each one lasting 6-8 weeks.
- g. The public health infrastructure would be extremely stressed, but would be able to isolate exposures (with mechanisms such as quarantining).
- h. Online instruction could be scaled up to deliver instruction for most courses if proper planning is done.
- i. Instruction would take priority over other needs and existing technology resources.



## FINDINGS

In keeping with the EMTF's primary focus on hurricanes and their impact on the SUS, one of the first experts invited to address the EMTF was Mr. Ben Nelson, State Meteorologist from the Florida Department of Emergency Management. Mr. Nelson shared information about hurricane trends and preparedness based on data that went back as far as 1851.

Highlights from Mr. Nelson's presentation included:

- Hurricanes are correlated directly to warm water temperatures, with 80 degrees being the threshold.
- Preparation for hurricanes cannot be based on past experiences since each hurricane and its effects can be different.
- Hurricane hazards include high winds, storm surges, heavy rainfall, tornadoes, and downbursts.
- Water temperatures have been above normal since the last decade and major challenges are generated by deep warm waters in the loop currents.
- According to National Oceanic & Atmospheric Administration, there is an 80% chance of an above normal Atlantic Hurricane Season in 2006.
- The greatest threat for loss of life is rapid intensifiers of weather conditions.
- Craig Fugate, Director, Florida Division of Emergency Management, stated that Florida is the most hurricane prone state so its citizens need to be prepared.

Mr. Nelson reaffirmed the need to continue to focus on hurricane preparedness and recovery given their awesome potential to cause damage and destruction, and the trend of heightened activity predicted for coming years.

Corroboration of the significance of the EMTF's focus on hurricanes was provided in the form of the feedback received from the 11 SUS universities that responded to the survey

conducted by the EMTF. The survey addressed four broad categories of emergency management:

1. Emergency Management Program Administration & Staffing
2. Planning & Preparation
3. Emergency Management Operations
  - a. Sheltering
  - b. Communications
4. Recovery & Restoration

Survey responses from the 11 universities identified the following points as critically important to their preparation and recovery efforts:

- Two of the 11 SUS institutions have a fully funded position for an employee whose primary responsibility is emergency management activities. Nine institutions indicated the need for such a position.
- Seven universities had at least one campus in an evacuation zone.
- All institutions maintain emergency management plans that they exercised at least annually.
- Ten universities maintain off-site copies of all critical “on-line” data.
- All 11 universities rely on cell phones for communications after a hurricane; however, each maintains alternate communication redundancy plans that include UHF/VHF radios, satellite phones and beepers. Four universities reported the use of HAM radios.
- Seven universities operate shelters, five of which are open to the general public. Shelter capacities range from 100 persons to 4,500. These shelters may remain open for as long as two to three weeks.
- Five universities have written agreements with the county, city or state to provide services that support recovery operations.
- Nine universities report having fixed contracts with private companies and service providers to support recovery operations.

- Seven universities report the need for utility and supplies redundancy to prepare and recover from emergency conditions.

The detailed survey report is provided in Appendix A.

The surveys conducted by the EMTF revealed that while universities had already implemented some best practices during two difficult years of coping with damage to facilities, managing sheltering operations, and adjusting academic calendars to accommodate the interruption of class schedules; there were clear opportunities for further development of emergency management preparedness and response planning. In particular, the second survey on the financial impact of the 2004 and 2005 Hurricane Seasons, coordinated by Task Force member Dr. Ken Jessell, identified the pressing cash flow challenges faced by the universities that suffered direct impact in both the 2004 and 2005 hurricane seasons. The cash flow challenge was found to be a result of needing to absorb recovery costs while waiting for the lengthy insurance and FEMA reimbursement cycles to close, and partly because the Florida Division of Risk Management's uses of Actual Cash Value formulas to calculate insurance settlements rather than Replacement Value.

The survey on the Financial Impact of 2004 and 2005 Hurricane Seasons revealed the following:

- During the 2004 and 2005 hurricane seasons, seven hurricanes: Charley, Dennis, Frances, Ivan, Jeanne, Katrina, and Wilma caused more than \$49 million in damages to SUS universities and resulted in 116 days of university closures.
- At the time of the survey, the combined total spent by universities for repairs and recovery was \$24 million; however, only \$14 million had been received in reimbursements from FEMA and State Risk Management Insurance. \$10 million was unfunded and sourced from the universities' current operating funds.
- Of the 11 universities, FAU, FIU and UWF incurred over 60% of total losses or \$30 million, and more than \$9 million in unfunded recovery expenses.

- More than \$30 million in claims had been filed with FEMA; however, only \$11 million had been received.
- FEMA reimbursements were shown to require an average of 28 weeks to be processed and paid out; while the State Self-Insurance Program disbursed reimbursements after an average of 40 weeks after claims are filed.
- At the time of the survey, more than \$19 million in claims had been filed with State Risk Management but only \$3 million has been reimbursed to the universities affected.

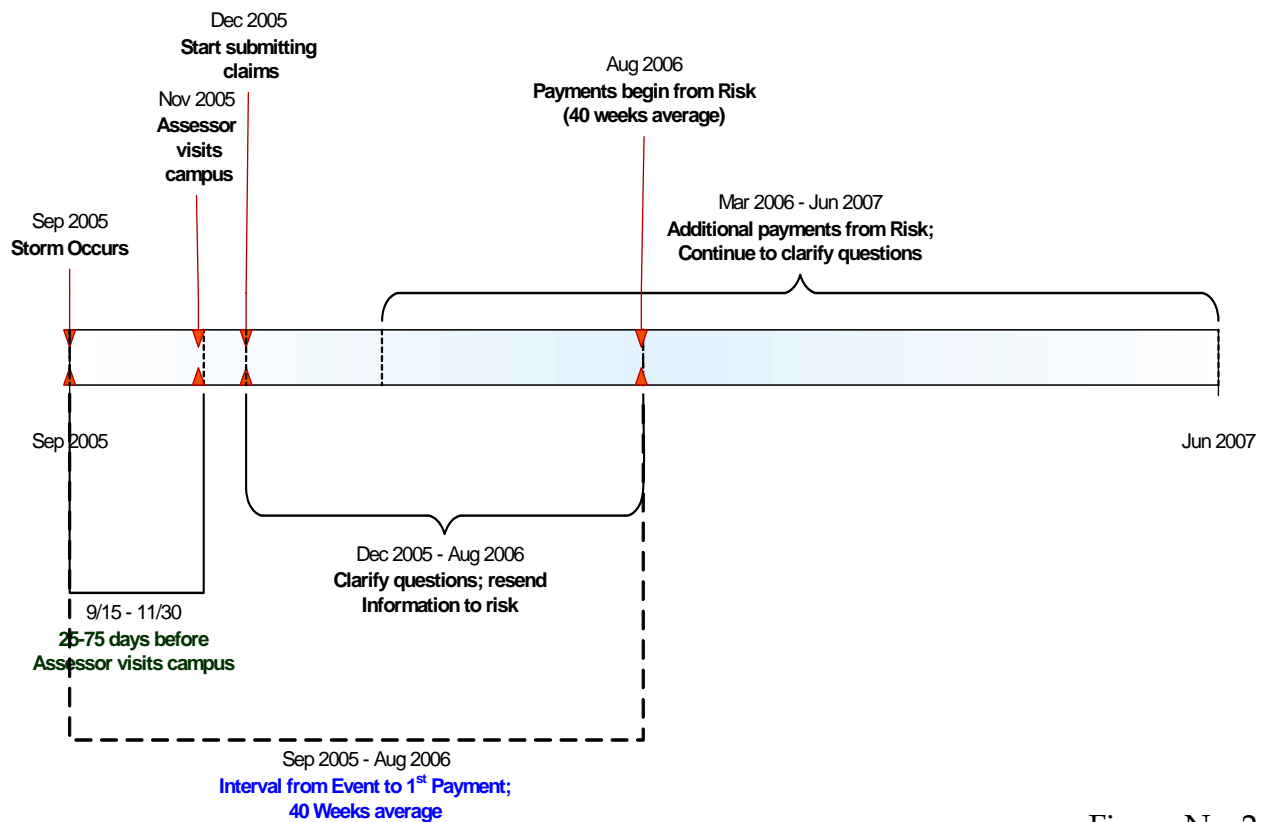


Figure No. 2

With regard to preparation for pandemics, Dr. Fred Slone, Dr. Steve Morris, Mr. Scott McPherson, and Dr. Audrey Heffron were invited to address the Task Force. Dr. Slone reviewed the types of threats that could affect the universities and offered the following thoughts for consideration by the Task Force.

- University experts with international dossiers in disaster management may be overlooked on their own campus.
- All Continuity of Operations Plans (COOP) should be reviewed and updated, using the Incident Command System (ICS) or National Incident Management Systems (NIMS) format and language.
- Each university should become knowledgeable about its local medical community and how to maximize those resources while preparing for an actual event and during emergencies. Because agencies are better prepared to handle emergencies when they are proactive versus reactive.
- Consideration should be given to conducting drills at appropriate intervals.

Mr. McPherson addressed the Task Force and provided historical and medical overviews of pandemics, he advised that:

- There is presently a 58% mortality rate for those affected by the Avian Flu. In spite of precautions and measures taken by affected countries like Thailand, chicken (and chicken parts for restaurants) are being smuggled to neighboring countries and places throughout the world, including the State of Wisconsin.
- The World Health Organization (WHO) now posts the Avian Flu at an Alert Status of Level 3: *No or Very Little Human to Human Transmission*. Estimates signal that once a pandemic hits any geographic area and the WHO increases the Alert Status Level to 5<sup>1</sup>, there will be a maximum of 21 days only before the effects would be felt worldwide.

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<sup>1</sup> At Level 5 clusters are localized; however the risk for a pandemic is substantial

- There is a greater risk of a pandemic now than in 1918 when the last one occurred because of greater international travel and the mobility of our society. However, there is zero surge capacity for pandemic victims in hospitals in the United States. While there are beds, there is a shortage of health care professionals.
- Increase in emergency supplies is encouraged in advance of a pandemic, as social distancing may be a method used to lower the rate of transmission of the disease.
- When the pandemic hits, the results will be in deaths as well as loss of productivity. It has been estimated that the Gross National Product (GNP) will decline by 6%. Therefore, universities and communities need to plan now.
- Planning should include collaborations with health, fire and police departments as well as other emergency professionals or first responders.
- Universities need to have a framework for dealing with the relevant issues. The missions should be to maintain essential services. In planning, the focus needs to be on essential tasks, not roles or functional titles.
- Since 30% of staff will be directly or indirectly affected, cross training is needed now.
- Florida received \$16M from the federal government in 2006 to deal with influenza planning and response. Another \$1.2B was released to Florida by the Department of Homeland Security for bioterrorism. Pandemic planning is included in the mission statement for this funding.

Dr. Heffron, Director of the Disaster Risk Policy Center which is charged with encouraging collaborations and educating local county health departments, shared the motto used by the Center: *Prior Planning Prevents Pandemic Pandemonium*. The Center delivers workshops on influenza characteristics, history, surveillance and planning, as well as tabletop exercises. Dr. Heffron shared the following with the Task Force:

- Migratory birds can affect the commercial poultry industry in Florida. In reference to the 1918 Spanish Influenza, more people were killed in 20 weeks than in 20 years by HIV. The impact of the Avian Flu could be even greater.
- There is a need to plan since the federal government is making clear that it will not be able to provide all of the assistance that will be needed.
- Individuals, families, organizations, and counties need to plan for their own welfare. Dr. Heffron echoed that there is no surge capacity at hospitals; nor will there be the ability for morgues to deal effectively with the number of bodies.
- In regards to health care, the ongoing re-education process is for people to plan to take care of themselves and their families. Routine medical care must be learned and handled along with the normal processes of life.
- Expectations of assistance, even from neighboring areas, should be lowered, as travel may not be permitted even if staffing is available because of social distancing or quarantines.
- Only the county health director can declare quarantine.

Using Orange County, Florida, as an example, Dr. Heffron provided statistics about how many would be affected, how many would require care and how many would die. She advised that at the campus level, universities need to be prepared if quarantine is declared.

- In the event of a pandemic, there will probably be two waves, each lasting for about four (4) months. Therefore, campuses need to be prepared for a long-term event.
- The pandemic will be unlike a hurricane, where there is largely a single event and recovery occurs in 2-4 weeks. Universities need to plan now for dealing with the pandemic, even dealing with personnel issues about who will be permitted to work, and how to control the spread of infection.

Dr. Morris advised the EMTF that the unique needs and profile of a campus could be managed while still using a system-wide template for disaster management, if one were to be developed.

Using the information provided by the subject matter experts, EMTF member, Larry Conrad, formed an Ad Hoc Pandemic IT Resource Development Team to explore, by means of a scenario, the role of IT in supporting the SUS's response to a Pandemic. The Pandemic IT Resource Team set out to answer the following question:

**What happens if a pandemic outbreak spans across academic terms?**

The Team determined the following:

- The expected parental response to a systemic pandemic outbreak would be to bring their kids home. However, significant numbers of students are on their own or would be stricken while still at school, and universities would need to take care of them.

- Most faculty are not using a course management system (CMS) for content delivery and not independently ready to deliver courses from home.
- A university's options and response to an outbreak would vary depending on the point during a semester when it occurred. However, it is reasonable to assume a semester could be canceled and the remaining time used preparing to reopen the following semester.
- There will be no one-size-fits-all solution for the diversity and breadth of instruction needed because of the diversity of the SUS universities.
- An approach to put course content online with faculty audio annotation (including conference calls) could be used effectively for a large percentage of the undergraduate courses. This is equivalent to the webinar format commonly used for conference call interactions.
- Some disciplines do not lend themselves to a traditional lecture style approach—e.g., music, theater, dance—so other approaches would need to be explored for these areas of study, such as video.
- For graduate level courses, other tools such as traditional conference calling may be critical.
- Tools and technologies that could assist faculty delivery courses online would need to be identified and acquired ahead of time.
- The SUS universities would need to collaborate to provide technology backup and support since any outbreak will most likely not hit all institutions simultaneously.

The Pandemic IT Resource Team concluded that the likelihood of multiple waves of outbreak and the likely duration of each wave makes this scenario highly possible.

Institutions would need additional online services and means of communicating (much as in the case of a disaster event such as a hurricane) to manage the registration, payment, advising, textbook, and other semester start-up activities. Fortunately, there would likely be pockets of greater and lesser infection, so universities might be able to help one another in this (possibly worst case) scenario.

#### **NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)**

Prompted by the initiatives from the Department of Education, and endorsed by Pandemic subject matter expert Dr. Fred Slone, who advised that all Continuity of Operations Plans (COOP) should be reviewed and updated, using the Incident Command System (ICS) or National Incident Management System (NIMS) format and language, the EMTF reviewed the NIMS requirements and compliance status at each university.

- The NIMS is intended to improve response using the Incident Command System (ICS) and other standard procedures and readiness measures.
- It also promotes development of multi-jurisdictional, statewide and interstate regional mechanisms for coordinating incident management and getting relief during large-scale or complex incidents.
- The Department of Homeland Security has made the adoption of NIMS a condition of eligibility for receipt of federal emergency preparedness support funds.

The Goals behind NIMS:

- Ensure that common and proven incident management doctrine, practices and principles are used to plan for, protect against, respond to and recover from emergency incidents and planned events;
- Maintain a response operation capable of expanding to meet an escalating situation, which has the ability to integrate resources and equipment from intrastate agencies

and interstate mutual aid agreements, state-provided assistance and federal government response.

- Order and track response assets using common resource typing and definitions, and draw on mutual aid agreements for extra assistance;
- Establish staging and allocation plans for the redistribution of equipment, supplies and aid coming into the area from other localities, states or the federal government, through mutual aid agreements;
- Conduct situational assessments and set up the right incident command organizational structure to effectively manage the incident; and
- Establish communication, procedures and protocols that will ensure effective interoperable communications among emergency responders, 9-1-1 centers and multiagency coordination systems such as Emergency Operations Centers.

The EMTF determined that each SUS institution had introduced required training and document revisions to achieve the appropriate level of NIMS compliance. Some institutions, such as Florida International University, have phased completing NIMS training requirements to assure that all emergency response personnel, including campus police officers and Essential Emergency Employees are the first to complete training, while other institutions, such as University of West Florida, have completed all training requirements for police, emergency employees and senior administrators.

All 11 institutions reported that they update their emergency management plans at least yearly, and have scheduled to carry out updates and revisions to written plans, as may be needed. NIMS compliance was found to be an ongoing effort as new personnel are trained and plans continually revised to reflect lessons learned.

## RECOMMENDATIONS & CONCLUSION

1. Ensure **adequate funding for disaster recovery such as providing insurance settlements at full replacement value** vs. actual cash value. The Board of Governors (BOG) should work with the Florida Department of Risk Management to revise appropriate legislation to **provide for full replacement value** vs. actual cash value.

The combined response efforts for the 11 SUS universities for the 2004 and 2005 hurricane seasons resulted in \$49,887,168 in preparedness, response and recovery expenses. Twenty-three percent or \$11,645,163 of this amount has been identified by the universities as “un-recovered costs.” This is partly a function of the Actual Cash Value claim settlement formulae used by the State of Florida Self Insurance Trust Fund.

SUS institutions, under current practice, cannot recover replacement cost for facilities. Instead, they recover depreciated costs, leaving them short of necessary funds to rebuild. The result is a drain on university operations. The EMFT had the benefit of direct consultation with Mr. Shannon Segers, bureau chief for the Department of Risk Management, who acknowledged that indeed reimbursement based on actual cash value rather than replacement value does affect the universities’ ability to effect timely recovery after a loss.

In 2005, the University of West Florida had the good fortune to have been allocated legislative funding that narrowed the gap between their total losses and the combined reimbursements from Risk Management and FEMA. Unfortunately, in 2006, the LBR making the same request on behalf of the 11 universities for relief from the burden of absorbing almost \$12 million in “un-

recovered costs” was not funded by the Legislature, leaving some universities campuses severely short of the funding necessary to complete repairs to facilities. This remains a serious concern.

Accordingly, the EMFT recommends the BOG work with the Florida Department of Risk Management to revise appropriate legislation (F.S. 284.01)<sup>2</sup> to provide for full replacement value (vs. actual cash value).

2. Establish an **Emergency Management Trust Fund**, from which universities would be able to access post-occurrence recovery funds immediately to get damaged facilities up-and-running. Funds would be available immediately and universities would reimburse the Trust Fund (at no interest or cost to the universities) upon receipt of insurance settlement or FEMA disbursements. {Potential Financial impact: \$10 million minimum}

Once the funds are earmarked, whenever utilized these funds would be replaced by each university after it has been reimbursed by insurance or FEMA. The Emergency Management Trust Fund conceptually would operate as a loan fund. If there is a differential in the amount of a loan taken by a university and the amount actually reimbursed from Risk Management and/or the Federal Emergency Management Agency, the university could request a one-time relief from the Legislature.

This recommendation proposes that the State would be asked to set aside some of the reserve funds for use by the universities to continue their operation after

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<sup>2</sup> Florida Statute 284.01(6) states:

6) In the event of any partial loss by a covered peril, the loss shall be adjusted on the basis of **actual cash value** of the property at the time of loss but not exceeding the amount that it would cost to repair or replace the property with material of like kind and quality within a reasonable time after such loss.

an emergency event. The Trust Fund would be used only when response to an emergency justifiably exceeds an established threshold. Funds would be used during the transition time for universities recovering from an event while awaiting reimbursements from insurance or FEMA.

It is important that individual universities are not placed in the position of needing to create large reserves to offset hurricane losses, particularly when the reserves have an impact on operating funds. Cash flow at universities impacted by hurricane in 2004 and again in 2005 remains strained by the large outlay of payments and the lengthy time to reimbursement. Alternative sources of funding, other than operating budgets, must be identified, for areas where there are gaps.

**State University System  
2004 & 2005 Estimated Hurricane Costs  
Updated December, 2005**

	<b>Total Damage/ Preventive Measures/ Cleanup</b>	<b>Estimated FEMA Reimbursement</b>	<b>Estimated State Insurance Coverage</b>	<b>2005 Appropriation</b>	<b>Costs Not Recovered</b>
<b>2004 Estimated Costs</b>					
UF*	\$ 4,074,028	\$ 3,076,896	\$ 104,114	\$ -	\$ 893,018
FSU	\$ 383,870	\$ 80,451	\$ -	\$ -	\$ 303,419
FAMU	\$ 86,303	\$ 25,891	\$ 60,412	\$ -	\$ -
USF	\$ 1,980,839	\$ 243,924	\$ 1,736,915	\$ -	\$ -
FAU	\$ 2,440,901	\$ 2,014,267	\$ 276,850	\$ -	\$ 149,784
UWF	\$ 10,803,825	\$ 6,018,844	\$ 639,997	\$ 4,900,000	\$ 13,495
UCF	\$ 4,137,735	\$ 1,987,524	\$ 1,057,836	\$ -	\$ 1,092,375
FIU	\$ 161,412	\$ 146,913	\$ -	\$ -	\$ 14,499
UNF	\$ 59,923	\$ 40,019	\$ 19,904	\$ -	\$ -
FGCU	\$ 256,280	\$ 142,234	\$ 51,998	\$ -	\$ 62,048
NCF	\$ 124,395	\$ 111,446	\$ 6,220	\$ -	\$ 6,729
<b>Total</b>	<b>\$ 24,509,511</b>	<b>\$ 13,888,409</b>	<b>\$ 3,954,246</b>	<b>\$ 4,900,000</b>	<b>\$ 2,535,367</b>

\*includes IFAS

<b>2005 Estimated Costs</b>					
UF-IFAS	\$ 1,880,618	\$ 756,100	\$ 297,000	\$ -	\$ 827,518
FSU	\$ 435,000	\$ 190,900	\$ -	\$ -	\$ 244,100
FAMU	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000
USF	\$ 2,663,911	\$ 484,917	\$ -	\$ -	\$ 2,178,994
FAU	\$ 9,627,166	\$ 6,169,234	\$ 422,000	\$ -	\$ 3,035,932
UWF	\$ 634,775	\$ 399,629	\$ 34,286	\$ -	\$ 200,860
UCF	\$ 143,753	\$ 96,519	\$ 15,061	\$ -	\$ 32,173
FIU	\$ 9,481,276	\$ 6,108,178	\$ 1,293,023	\$ -	\$ 2,080,075
UNF	\$ -	\$ -	\$ -	\$ -	\$ -
FGCU	\$ 424,426	\$ -	\$ -	\$ -	\$ 424,426
NCF	\$ 1,732	\$ 961	\$ 53	\$ -	\$ 718
<b>Total</b>	<b>\$ 25,377,657</b>	<b>\$ 14,206,438</b>	<b>\$ 2,061,423</b>	<b>\$ -</b>	<b>\$ 9,109,796</b>

Source: [http://www.flbog.org/bog/meetings/2006\\_01\\_26/agenda.asp](http://www.flbog.org/bog/meetings/2006_01_26/agenda.asp)

3. Beginning in 2007-08 LBR, fund a 100% permanent position of **Director of Emergency Management/Homeland Security** at each of the 11 institutions, and at the Board of Governors (BOG). Some federal funding may be available as the scope of responsibilities of these positions includes "homeland security."  
{Potential financial impact: \$1.5 million}

A well-managed emergency preparedness and management process is needed for the SUS to maintain continuity in the even of emergencies. One assessment shared with the EMTF was that 20% of emergency preparedness and management is technology and 80% is coordination, execution and recovery. Presently, at several of the SUS universities, there is no dedicated position for emergency management. Establishing such a position is the basis on which the State University System will be able to move forward with the development and implementation of the EMTF's recommendations.

Over the course of the nine months of the EMTF's work, there were several opportunities to discuss and obtain feedback from the various universities. Members received feedback from the universities about needing guidance on how to manage emergencies; guidance on table tops exercises; and the need for cross units and cross university coordination. The consensus was that by investing time and resources on preparedness less time would be required for restoration and recovery, and the interruption of the academic schedule could be narrowed.

4. Establish appropriate resources for **Off-site Information Technology Management/Data Centers** for backup of mission critical data - perhaps at off-site out-of-state locations such as the Northwest Regional Data Center (NWRDC), Central Regional Data Center (CRDC) or other SUS universities. The potential financial impact is estimated to be \$20 million over a five-year period.

At the time of an emergency that restricts physical access to facilities, or requires quarantine; the ability of the State University System and each university to deliver mission critical services and programs, such as course management systems; e-mail and directory services; student financial aid; management Web sites; and human resources systems and maintenance Web sites; will need an integrated and robust IT infrastructure.

Implementation of this recommendation calls for **exploring** funding sources to identify \$20 million over a 5-year period in order to position the SUS to build the IT infrastructure that makes it disaster ready. The Florida Lambda Rail (FLR), its capacity, and the transmission and storage of critical data afford the SUS a unique opportunity to leverage the membership of some universities within the SUS to enhance the IT infrastructure for the SUS. Appendix B provides a more detailed overview of this system.

Additional recommendations that fall within the domain of preparing the SUS IT infrastructure include:

- a. Planning to leverage Course Management Systems (CMS) investment in the event of a pandemic outbreak to retool rapidly delivery of instruction remotely via the Internet. Most faculty – with the right set of technologies and support – could quickly retool their lecture style presentation or course content to be delivered either synchronously or asynchronously via the CMS.
- b. Technologies, products and services exist which can aid faculty in the delivery of a traditional lecture style course via the Web. There are several examples, but two of these are Apreso ([www.apreso.com](http://www.apreso.com)) and Elluminate Live! ([www.illuminate.com](http://www.illuminate.com)). These virtual classroom environments integrate with a CMS, for example, Blackboard or

WebCT, and can be used independently. These products are being used by universities more and more to extend their general day-to-day online learning environments. These same tools useful in extending Web-based course delivery in conjunction with a CMS would also be critical for delivering instruction online during a pandemic.

- c. Universities should assess the needs of their faculty in relation to the tools available and the status of their faculty's use of technology. Specific plans must be developed now to prepare institutions to respond to a pandemic outbreak. The universities must not wait until an outbreak occurs to "retool" faculty to deliver course content online. Faculty needs to be trained in loading course content onto their institution's CMS and on using online student interaction tools, such as chat rooms. The institution may also need to have a plan to provide remote support for faculty to effectively perform these tasks. The universities should:
- Consider investing in products that can aid faculty in integrating audio commentary into the CMS, such as *Illuminate Live*.
  - Target select high-demand, high-volume courses to test these technologies ahead of time, to demonstrate proof-of-concept and understand the preparation, training, and support that will be needed to do this successfully under emergency conditions.
  - Plan for a substantial increase in the need to support concurrent telephone-based conference calls.

- Examine how existing resources such as servers could be rapidly repurposed into “disaster mode” to quickly meet the demand for online course delivery.
- Identify classes where the standard online technology approach would be inappropriate and other technologies needed. For example, video for dance or theater or the ability to support a large number of conference calls for graduate classes.
- Evaluate at how an institution’s response to a pandemic outbreak would need to change depending on the point during a semester when it might occur.
- Similar to the planning for other kinds of disasters, IT personnel must be included when identifying critical personnel to whom the universities would distribute prophylactic care and personal protective equipment such as respiratory masks and gloves.
- Develop cross-training programs to broaden the pool of technical talent for critical areas.
- Stockpile adequate supplies of appropriate types of personal protective equipment.
- Develop a plan for the SUS and for each institution to educate its constituency on the institution’s response plan.

5. **Establish SUS working group** to assure ongoing coordinated pandemic and emergency preparedness planning. Develop and disseminate an SUS Emergency Preparedness Toolkit to include best practices identified from SUS universities and other institutions of higher education. {Potential financial impact: \$0.00}

The work of the 2006 EMTF opened the door for continued emergency management and business continuity collaboration among the universities, to develop system wide responses that leverage combined expertise and resources. This effort should be continued with the appointment an SUS emergency management working group consisting of the experts who addressed the EMTF or professionals with similar depth of expertise, and representatives from the 11 universities. For example, the EMTF recommends the SUS working group develop and disseminate a SUS Emergency Preparedness Toolkit to include best practices. The Web-based Toolkit would be comprised of:

- Emergency Response Management Plan Checklists (e.g., the University of California-San Francisco checklists that we have permission to use).
- Examples of good documentation (e.g. detailed invoice for debris removal, 'safety inspections' of architects/engineers, etc.)
- Examples of university 'safety inspection/assessment' forms for buildings/facilities, hazardous materials containment, animal care, other campus locations, etc.
- Examples of agreements with City and County for cooperative activities (e.g. debris staging/removal locations, search/rescue, logistics, perimeter control, sheltering, potable water, fuel, etc.)
- Checklist of items to include in Building Inspection Kits (e.g., digital cameras, flashlights, clipboards, pens, measuring tape, plastic gloves, dust masks, placards indicating building has been inspected, building schematics available, portable radios, building inspection report form,

extra batteries for digital camera, etc.); consider having backpacks ready to go at the onset of each storm season.

- Example of agreement for mutual aid/assistance teams from other universities within and outside Florida.
- Listing of Points of Contact for each university (e.g. Director of Emergency Management/Homeland Security).
- Example of open purchase orders with emergency services (contractors, cleanup, large generators, supplies, etc.).

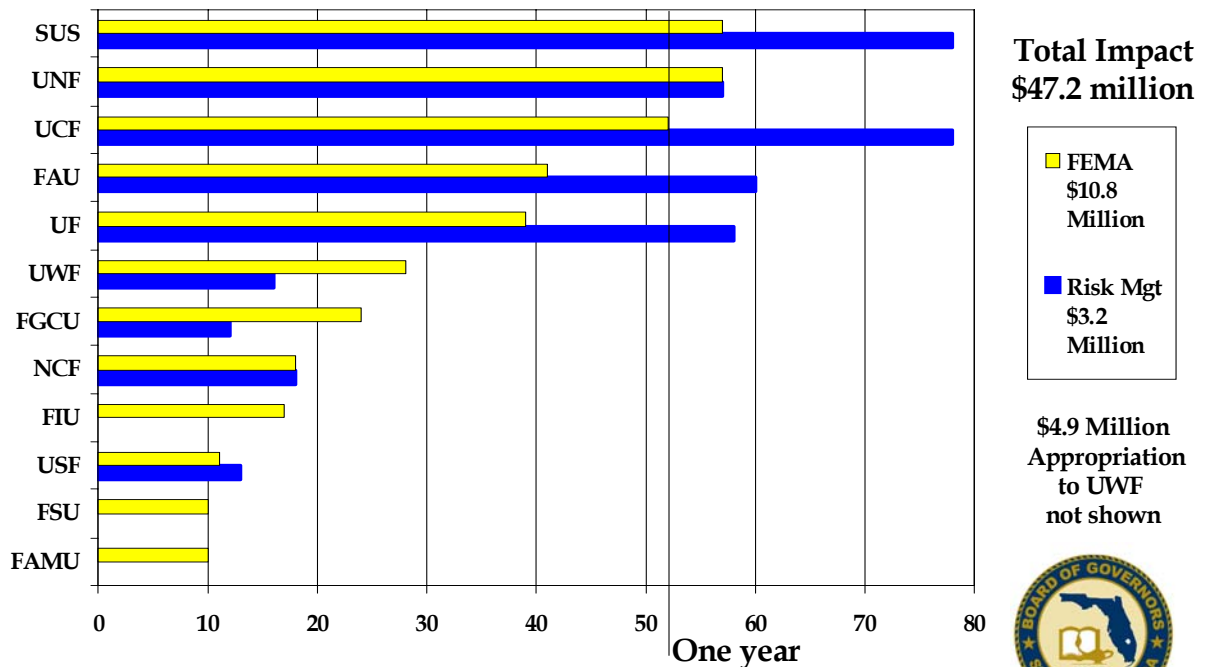
### **CONCLUSION:**

As state agencies, all SUS universities are participants in the State of Florida Self-Insurance Trust, governed by Florida Statute 284. The Trust Fund makes post expenditure reimbursements for losses based on Actual Cash Value formulas. There is a need to identify alternate sources of emergency differential funding other than operating budgets. Options may include creating a dedicated Emergency Management Trust Fund for the SUS, securing immediate partial or full advance from Risk Management at the time of a loss, or securing funding from the state emergency fund. The average time for first payout from the Trust Fund to SUS universities was found to about 40 weeks.

The Federal Emergency Management Agency Public Assistance Program supplements the efforts and available resources of State and local governments when the impact of an event is such that it warrants the declaration of a disaster of emergency by the President of the United States. When a declaration of a major disaster or emergency is made for a State, FEMA designates the counties of a State that are eligible for assistance. Only these counties make up the Designated Disaster Area. A damaged facility must be located within a designated county to be eligible for Federal assistance. Disaster relief is not available for damages covered by insurance, as disaster assistance provided by FEMA is

intended to supplement assistance from other sources. Insurance advances are expected be an applicant's first alternative for disaster relief.

## Property Self-Insurance Program Evaluation 2004 & 2005 Hurricane Season Weeks until Payment



### Board of Governors, State University System of Florida

With regard to FEMA, universities face two challenges - the average length of time for FEMA reimbursements is approximately 28 weeks, and some universities experience damages, or were required to make shelter facilities available for evacuees even while they are located outside the designated disaster area and as such remain ineligible for FEMA reimbursements for expenses emergency management expenses they incurred.

Further, after the application of deductibles, depreciation and coverage eligibility conditions for both FEMA and the State of Florida Risk Management Trust Fund the unfunded costs for 2004 and 2005 hurricane damages could range from \$8 million to \$12 million. This is consistent with the BOG 2006-07 Legislative Budget Request of \$13

million, which was unfunded. Given the continued cash flow situation at the universities that were so severely affected resubmitting this Legislative Budget Request in 2007-08 cycle would help to alleviate this situation at the universities.

The long-term goal of a cogent emergency management process for the State University System is to provide a consistent operational framework for all aspects of planning, response and recovery. The recommendations provided in this report are intended to establish such a foundation. One that is sustainable, flexible, and scalable to meet changing needs and allow for integration of various components and resources from within the SUS and from various partners in public and private industries, whether through mutual aid agreements, well-defined and properly executed contracts and purchase agreements or through funding mechanisms and recovery relief. Master procurement contracts for post-storm activities will help to control recovery and restoration costs (avoid price gouging) for materials and services that are important to the universities. This is a particularly important point, as survey responses from universities pointed out there was inadequate redundancy in critical areas to prepare and recover from emergencies. The most pressing issue that evolved however was the need for more ready access to financial resources to support recovery and restoration efforts.

The recommendation that speaks to the development of a Toolkit addresses core emergency management principles - communication, collaboration and cooperation. By accessing shared templates, policies and resources, SUS incident managers at all levels will be better able to make effective, consistent, and timely decisions; integrate systems for communication, information management, and intelligence and information sharing.

The goal of the Task Force has been realized in the five recommendations identified above, as each speaks to improvements in efficiency and effectiveness of planning and response efforts.

APPENDIX A~SUS EMERGENCY MANAGEMENT SURVEY RESULTS<sup>3</sup>

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<sup>3</sup> Note: For purposed of clarity - two of the 37 questions were collapsed into others other questions.

**APPENDIX A ~ SUS Survey**

**1. Emergency Management Program Administration & Staffing:**

Table No. 1

<b>Institutions:</b>	<b>Response Percent</b>	<b>Response Total</b>
Florida A&M University	6.7%	1
Florida Atlantic University	20%	3
Florida Gulf Coast University	13.3%	2
Florida International University	13.3%	2
Florida State University	6.7%	1
New College of Florida	6.7%	1
University of Central Florida	6.7%	1
University of Florida	6.7%	1
University of North Florida	6.7%	1
University of South Florida	6.7%	1
University of West Florida	6.7%	1
<b>Total Respondents</b>		<b>15</b>

Table No. 2

<b>Division with Emergency Management Responsibilities:</b>		
	<b>Response Percent</b>	<b>Response Total</b>
Academic Affairs	6.7%	1
Student Affairs	13.3%	2
Environmental Safety	20%	3
Public Safety	6.7%	1
<b>Finance and/or Administration</b>	<b>60%</b>	<b>9</b>
Other (please specify)	13.3%	2
<b>Total Respondents</b>		<b>15</b>

Table No. 3

Does your university have a fully funded position for an employee who has primary responsibility for emergency management activities?		
	Response Percent	Response Total
Yes	15.4%	2
No	61.5%	8
If so, what is the person's job title?	23.1%	3
<b>Total Respondents</b>		<b>13</b>

Table No. 4

If your university does not have a fully funded emergency management position, is one needed?		
	Response Percent	Response Total
Yes	69.2%	9
No	30.8%	4
<b>Total Respondents</b>		<b>13</b>

Table No. 5

Is your university in an evacuation zone?		
	Response Percent	Response Total
Yes	33.3%	5
No	66.7%	10
<b>Total Respondents</b>		<b>15</b>

## 2. Planning and Preparedness

Table No. 6

Does your university have any of the following types of plans?			
	Yes	No	Response Total
Hurricane preparedness plan	100% (13)	0% (0)	13
Emergency (non-hurricane) weather plan	100% (13)	0% (0)	13
Shelter operations	77% (10)	23% (3)	13
Post-storm sheltering	54% (7)	46% (6)	13
Critical Information Technology and communications infrastructure plan	100% (13)	0% (0)	13
Assessment of emergency preparedness	92% (12)	8% (1)	13
Avian Influenza Virus (Bird Flu)	54% (7)	46% (6)	13
<b>Total Respondents</b>			<b>13</b>

Table No. 7

How often are plans updated?						
	Quarterly	Semi-Annually	Annually	Bi-Annually	N/A	Response Total
Hurricane preparedness plan	23% (3)	0% (0)	77% (10)	0% (0)	0% (0)	13
Emergency (non-hurricane) weather plan	23% (3)	0% (0)	69% (9)	0% (0)	8% (1)	13
Shelter operations	23% (3)	0% (0)	54% (7)	0% (0)	23% (3)	13
Post-storm sheltering	23% (3)	0% (0)	23% (3)	0% (0)	54% (7)	13

Critical Information Technology and communications infrastructure plan	23% (3)	0% (0)	<b>77% (10)</b>	0% (0)	0% (0)	<b>13</b>
Assessment of emergency preparedness	23% (3)	0% (0)	<b>69% (9)</b>	0% (0)	8% (1)	<b>13</b>
Avian Influenza Virus (Bird Flu)	23% (3)	0% (0)	23% (3)	0% (0)	<b>54% (7)</b>	<b>13</b>
<b>Total Respondents</b>						<b>13</b>

Table No. 8

How often does your university conduct:						
	Quarterly	Semi-Annually	Annually	Bi-Annually	N/A	Response Average
Emergency Management drills	15% (2)	0% (0)	<b>62% (8)</b>	0% (0)	23% (3)	<b>2.60</b>
Disaster Recovery drills	23% (3)	0% (0)	15% (2)	8% (1)	<b>54% (7)</b>	<b>2.17</b>
Periodic assessments of risk exposure	38% (5)	0% (0)	<b>46% (6)</b>	0% (0)	15% (2)	<b>2.09</b>
Review inventory of research projects vulnerable to emergency conditions	31% (4)	0% (0)	<b>46% (6)</b>	0% (0)	23% (3)	<b>2.20</b>
Review of adequacy of health supplies, staff and facilities	31% (4)	0% (0)	<b>54% (7)</b>	0% (0)	15% (2)	<b>2.27</b>

<b>Total Respondents</b>	<b>13</b>
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Table No. 9

How often do you exercise emergency response equipment such as:						
	Quarterly	Semi-Annually	Annually	Bi-Annually	N/A	Response Average
Building Backup Generators	100% (13)	0% (0)	0% (0)	0% (0)	0% (0)	1.00
Portable Generator Sets	62% (8)	0% (0)	8% (1)	0% (0)	31% (4)	1.22
Portable Lighting	31% (4)	8% (1)	15% (2)	0% (0)	46% (6)	1.71
Portable Pumps	46% (6)	8% (1)	23% (3)	0% (0)	23% (3)	1.70
Emergency Lighting Systems	31% (4)	23% (3)	31% (4)	0% (0)	15% (2)	2.00
Emergency Radio Tower	46% (6)	8% (1)	15% (2)	0% (0)	31% (4)	1.56
Telephone Tree System	23% (3)	0% (0)	54% (7)	0% (0)	23% (3)	2.40
Satellite Phones	23% (3)	0% (0)	31% (4)	0% (0)	46% (6)	2.14
Chain Saws	77% (10)	0% (0)	15% (2)	0% (0)	8% (1)	1.33
Winches	54% (7)	8% (1)	23% (3)	0% (0)	15% (2)	1.64
<b>Total Respondents</b>						<b>13</b>

Table No. 10

How often does your university meet with your emergency management team to discuss risk and emergency management procedures?	
NCF	Annually, with other additional meetings called as needed, especially during hurricane season.
FGCU	Quarterly
UF	Annually plus meetings prior to, during and after an event
FIU	Emergency Management Core Committee Meets Monthly, the full emergency management group meets every other month
UWF	Annually and as needed
FAMU	Quarterly
USF	Frequently
UCF	Bi-monthly
UNF	Monthly

### 3. Emergency Management Operations: Communications

Table No. 11

Does your university maintain off-site copies of all critical on-line data?		
	Response Percent	Response Total
Yes	76.9%	10
No	23.1%	3
<b>Total Respondents</b>		<b>13</b>

Table No. 12

Has your university made arrangements for a remote business continuity/disaster recovery site?		
	Response Percent	Response Total
Yes	76.9%	10
No	23.1%	3
<b>Total Respondents</b>		<b>13</b>

Table No. 13

Identify the modality for providing emergency communications immediately in the aftermath of a disaster:		
	Response Percent	Response Total
UHF/VHF radio	69.2%	9
FM radio	69.2%	9
HAM radio	30.8%	4
Satellite phone	61.5%	8
<b>Cellular phone</b>	<b>100%</b>	<b>13</b>
N/A	7.7%	1
Other (please specify)	53.8%	7
<b>Total Respondents</b>		<b>13</b>

Table No. 14

Identify the modality for providing emergency communications immediately in the aftermath of a disaster:	
1.	Off-site internet
2.	Landline phones and the internet
3.	off-site internet and local TV
4.	Beepers, Web-based site established for emergency communications
5.	Newspaper, Web site

6.	Internet
7.	Email if operable

#### 4. Emergency Operations: Shelters

Table No. 15

Do you have any memoranda of understanding regarding the use of your buildings as shelters for the public?		
	Response Percent	Response Total
Yes	53.8%	7
No	46.2%	6
<b>Total Respondents</b>		<b>13</b>

Table No. 16

How many of the campus buildings designated as public shelters are American Red Cross compliant?		
	Response Percent	Response Total
None	30.8%	4
A few	30.8%	4
Most	7.7%	1
All	7.7%	1
N/A	23.1%	3
<b>Total Respondents</b>		<b>13</b>

Table No. 17

What is the total capacity of the American Red Cross Compliant buildings?	
NFC	N/A
FGCU	1800

UF	3,075
FGCU	4,500
FIU	1440
UWF	389 in one building
FAMU	0
USF	Variable
UCF	0
UNF	100
FAU	0
FSU	No Shelters
<b>Total Respondents</b>	
<b>13</b>	

Table No. 18

What type of shelter does your campus provide for the following groups?  
Check each that applies:

	Student shelter	Public shelter	Student and Public shelter	N/A
Residential students	<b>54% (7)</b>	0% (0)	38% (5)	8% (1)
Commuter students	31% (4)	8% (1)	15% (2)	<b>46% (6)</b>
International students	<b>46% (6)</b>	8% (1)	15% (2)	31% (4)
University employees (faculty and staff)	23% (3)	8% (1)	23% (3)	<b>46% (6)</b>
Families of university employees	23% (3)	8% (1)	23% (3)	<b>46% (6)</b>
General public	15% (2)	<b>38% (5)</b>	15% (2)	31% (4)
<b>Total Respondents</b>				

Table No. 19

Who provides security staffing for these shelters?		
	Response Percent	Response Total
<b>University (Public Safety)</b>	<b>84.6%</b>	<b>11</b>
Local/City/County	0%	0
Contractor	0%	0
Other (please specify)	15.4%	2
<b>Total Respondents</b>		<b>13</b>

Table No. 20

How long is security provided for these shelters?		
	Response Percent	Response Total
When the university is open	7.7%	1
<b>24 hours a day</b>	<b>76.9%</b>	<b>10</b>
No security is provided	0%	0
Other (please specify)	15.4%	2
<b>Total Respondents</b>		<b>13</b>

Table No. 21

How long can campus buildings be used for public shelters?		
	Response Percent	Response Total
One week	15.4%	2
Two to three weeks	7.7%	1
Three to four weeks	0%	0
N/A	23.1%	3
<b>Other (please specify)</b>	<b>53.8%</b>	<b>7</b>
<b>Total Respondents</b>		<b>13</b>

Table No. 22

Are shelter buildings inspected and secured prior to opening?		
	Response Percent	Response Total
Yes	38.5%	5
No	7.7%	1
<b>If so, by whom?</b>	<b>53.8%</b>	<b>7</b>
<b>Total Respondents</b>		<b>13</b>

Table No. 23

Who provides food service for the public shelter?		
	Response Percent	Response Total
University	30.8%	4
Contractor	15.4%	2
Local/County/State	0%	0
<b>Red Cross</b>	<b>46.2%</b>	<b>6</b>
Other (please specify)	23.1%	3
<b>Total Respondents</b>		<b>13</b>

Table No. 24

Is there any formal mechanism in place to report damaged/stolen items from building spaces to the Red Cross or Emergency Operation Center and collect reimbursement for the damaged or stolen items?		
	Response Percent	Response Total
<b>Yes</b>	<b>76.9%</b>	<b>10</b>
No	23.1%	3
<b>Total Respondents</b>		<b>13</b>

Table No. 25

In the past, has crime (ex: items being stolen) been an issue for your shelters?		
	Response Percent	Response Total
Yes	38.5%	5
No	61.5%	8
<b>Total Respondents</b>		<b>13</b>

Table No. 26

Comments related to sheltering the public in campus facilities:	
NCF	The College's shelter only houses residential students and essential support staff and their families.
UF	We have a working relationship with the county emergency management authority that will give priority to the university use of its shelter space to manage its population of faculty, staff and student prior to opening our facilities for the public. This is based on the assumption that the university can better deal with the student population and its needs than can a general community shelter.
FIU	FIU is challenged to find adequate space to shelter its own students; however, we are mandated to provide shelter for Monroe County evacuees. FIU's main administration building is used as a special needs shelter. With heightened concerns about transmission of infectious conditions, students and employees are more concerned about their potential exposure than in years past.
UWF	We have a good relationship with the local EOC and Red Cross. There have been problems with unauthorized access to rooms and movement of equipment and furniture. Issues were addressed following Hurricane Ivan.
FAMU	NO DESIGNATED PUBLIC SHELTERS CURRENTLY ON CAMPUS
USF	We operate a County Special Needs Shelter
FAU	na
FSU	No official shelters. Residence halls would be location for residents.

#### 4. Recovery & Restoration

Table No. 27

Do you have written agreements with the county, city or state to provide services post-storm (i.e., space for utility workers or relief workers to set up camps, space for food/ice distribution, providing potable water, accommodations in residence halls for relief workers, etc.)?		
	Response Percent	Response Total
Yes	41.7%	5
No	58.3%	7
<b>Total Respondents</b>		<b>12</b>

Table No. 28

Does your University have any existing mutual aid agreements with other Universities or Public Entities that cover any of the services listed below? Check each that applies.		
	Response Percent	Response Total
Grounds-Tree cutting/debris removal	25%	3
Police Services	33.3%	4
Custodial	0%	0
Architecture and Engineering assessment	0%	0
Environmental and safety specialist	0%	0
Demolition	0%	0
Drying Damaged Buildings	0%	0
<b>Other (Please Specify)</b>	<b>58.3%</b>	<b>7</b>
<b>Total Respondents</b>		<b>14</b>

Table No. 29

Does your University have any existing mutual aid agreements with other Universities or Public Entities that cover any of the services listed below? Check each that applies.	
FGCU	Historically we have always cooperated in all areas with the only formal mutual aid agreement being with the police.
UF	General community mutual aid agreement
FIU	Private contracts only.
UWF	UWPD meeting with Sheriff Department to create written MOU
USF	Computer hot site
UCF	A generic mutual aid agreement with the state.
FSU	Nothing formal, but have provided services as listed above.

Table No. 30

Does your University have any contracts with private companies to provide services for post catastrophic events, such as hurricanes, in any of the areas listed below?		
	Response Percent	Response Total
Roofing	41.7%	5
Mold Mitigation	33.3%	4
Road Clearing	25%	3
Site Lighting	25%	3
Traffic Signs	16.7%	2
<b>Other (please specify)</b>	<b>75%</b>	<b>9</b>
<b>Total Respondents</b>		<b>12</b>

Table No. 31

Does your university have enough redundancy in critical areas to adequately prepare for and recover from emergency conditions?		
	Yes	No
Utilities	42% (5)	58% (7)

Supplies	33% (4)	67% (8)
Staffing	25% (3)	75% (9)
Funding	25% (3)	75% (9)
<b>Total Respondents</b>		

Table No. 32

Does your university have separate identification cards or processes to identify emergency management personnel, emergency workers, and essential personnel?			
	<b>Yes</b>	<b>No</b>	<b>Response Total</b>
Emergency Management Personnel	75% (9)	25% (3)	12
Emergency Workers	67% (8)	33% (4)	12
Essential Personnel	67% (8)	33% (4)	12
<b>Total Respondents</b>			<b>12</b>

Table No. 33

	<b>Response Percent</b>	<b>Response Total</b>
<b>Yes</b>	83.3%	10
No	16.7%	2
If so, what is the job title?	66.7%	8
<b>Total Respondents</b>		<b>12</b>

Table No. 35

<b>General Comments regarding Emergency Management on your campus:</b>	
NCF	Question 9: A position has been funded for FY 2006/07 to support the College's environmental health, safety, and risk management needs. These needs were previously supported via a contract with USF Tampa, but the distance between Sarasota and Tampa made such support difficult to be effectively accomplished. Question 14: Portable lighting and

	<p>wenches are supplied via standing rental contracts with local vendors. Question 20: Space in the College's shelter (Sudakoff Center) is limited to residential students unable to evacuate campus plus employees deemed essential plus their immediate families. Question 23: The College currently has one building (Sudakoff) equipped to serve as a campus shelter. Renovations are underway to enhance the Student Center to also serve as a campus shelter. Question 28: The College has no facilities designated to serve the general public.</p>
FIU	<p>The program is evolving and has the support of the University administration. Several initiatives are in progress - such as essential emergency work ID cards, and will be completed prior to June 1<sup>st</sup>. The greatest challenge that FIU faces at this time is finding adequate shelter for some 1200 students who we expect will need safe harbor in the event of a hurricane. Second to that concern is the need to be able to continue normal operations in our main administration building while the building is also occupied by residents from another county facing an imminent threat of a hurricane.</p>
UWF	<p>Our processes have been tested and revised recently due to constant hurricane activity</p>
FAMU	<p>ESSENTIAL PERSONNEL ARE ASSEMBLED DURING THE COURSE OF THE YEAR TO ASSESS UNIVERSITY'S RISK TO EMERGENCY RESPONSE SITUATIONS.</p>
USF	<p>Many of the questions on this survey force answers that do not accurately reflect our conditions.</p>
UCF	<p>Claim adjustments take too long to process and get reimbursement. A clearinghouse is needed to assimilate information, develop mutual aid agreements between the universities and initiate the mutual aid when needed.</p>
FAU	<p>need more help for assessment, recovery and claims processing</p>
FSU	<p>Programs under developed to address callouts/notifications; identification of essential personnel and emergency workers; upgrades of emergency procedures including pandemic planning. Based on the nature of the questions, we were forced to answer with "yes/no" which does not allow for explanations or amplifying commentary.</p>

**APPENDIX B~IT DISASTER READINESS PROPOSAL**