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Emergency Operation Plan: Revised August 11, 2004

University of South Florida St. Petersburg.

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University of South Florida

St. Petersburg

Emergency Operation Plan

Revised August 11, 2004
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Introduction

Objective

The Emergency Operations Plan (EOP) has been developed to facilitate a coordinated campus wide response to major emergency situations or crises confronting the University of South Florida St. Petersburg. The plan’s primary purpose is to identify and develop action steps necessary to protect University students, faculty, staff, and property. Special emphasis is given to disasters that have the highest probability of affecting the University. This includes hurricanes, flooding, fires, explosions, hazardous material spills and any threat to the well being of the University community.

Emergency situations or crises that have the potential to affect a large segment of the University may cause the Emergency Operations Director to assemble the Emergency Operations Staff and other key University personnel as may be appropriate to develop a plan of action. The Executive Cabinet will be informed immediately of instances that require such action.

Scope

The document establishes policies, procedures and organizational structures for response to a major emergency. Nothing in this plan shall be construed in a manner that limits the use of good judgement and common sense in matters not foreseen or covered by the elements of this document.
USF St. Petersburg
Emergency Operation Activation Procedures

In the event of an University emergency the person reporting should call the University Police at: 3x4140. The nature and brief outline of the emergency should be reported. To ensure accuracy and completeness, the dispatcher will ask several specific key questions. The following procedure would then be implemented:

- The dispatcher would immediately notify the Ranking Police Supervisor. If warranted, he/she will in turn notify the Director of the University Police.
- If warranted, the Police Director would notify the Regional Chancellor and appropriate senior staff. If the reported emergency situation involves students, the Regional Vice Chancellor of Student Affairs will also be notified.
- The Regional Chancellor of USF St. Petersburg or his/her designee shall notify the President, President’s Staff and any other officials having a need to be advised of the situation.
- The Board of Trustees will be notified if warranted by the Regional Chancellor.
- The University Of South Florida St. Petersburg Assoc. Regional Vice Chancellor Of University Relations will, as appropriate, provide information to the media. The Regional Chancellor will also determine if he/she should report to the scene of the emergency or remain in telephone communication.

The USF policy “Operations Alert” provides information and procedures for the handling of emergency situations or crises that occur on the USF St. Petersburg. A copy of this policy is included in Appendix - 1.

Emergency Operations Director

The St. Petersburg Emergency Operations Director or designee (EOD) is the Regional Chancellor for USF St. Petersburg. The Emergency Operations Coordinator is the Public Safety Director or designee.

Responsibilities of the Emergency Operations Director (EOD)

The Emergency Operations Director or his designee is responsible for:

- Activating the Emergency Operations Plan (EOP)
- Coordinating a meeting with appropriate Emergency Operations members
- Directing the overall emergency response efforts on behalf of the University
- Reviewing and updating the Emergency Operations Plan
Activities in the event of an emergency:

In the event of an emergency the EOD will take the following appropriate steps:

- Take all reasonable steps to protect life and University property
- Ensure the President is contacted regarding the current status of the emergency
- Assist in the decision about University closure
- Consult with the Police Director regarding the plan implementation
- Convene a meeting with the Emergency Operations staff
- Assign tasks/responsibilities to the EOC staff
- Provide the Assoc. Regional Vice Chancellor of University Relations with information for news releases
- Provide periodic status reports to the President and others as necessary

Activities following the emergency

After the emergency has been addressed and resolved the EOD will develop (along with the various divisions) a post-emergency report. The EOD will also conduct a post-emergency meeting to de brief all principal parties.
Emergency Operation Staff

Depending on the type of emergency and the timeframe available, the Emergency Operations Director (EOD) will convene a meeting of all appropriate personnel and make a decision whether or not to open the Emergency Operation Center (EOC).

In an event of a pending disaster, such as an approaching hurricane, the Emergency Operations Staff will be prepared to attend the meeting called by the EOD.

The pre-identified emergency operations staffs are:

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Petersburg EOC Director</td>
<td>Regional Chancellor USF St. Petersburg, Dr. Karen White</td>
</tr>
<tr>
<td>University Police Representative</td>
<td>Director or Designee, Abdul Nasser</td>
</tr>
<tr>
<td>EOC Coordinator</td>
<td></td>
</tr>
<tr>
<td>Physical Plant Representative</td>
<td>Director Physical Plant, Ron Bugg</td>
</tr>
<tr>
<td>Alternate</td>
<td>Associate Director Physical Plant Jon Randle</td>
</tr>
<tr>
<td>Library</td>
<td>Dean Kathy Arsenault</td>
</tr>
<tr>
<td>Regional Vice Chancellor of Administration/Finance</td>
<td>Abdul Nasser</td>
</tr>
<tr>
<td>Interim Regional Vice Chancellor Academic Affairs</td>
<td>James Malek</td>
</tr>
<tr>
<td>Regional Vice Chancellor Student Affairs</td>
<td>Charles Brown</td>
</tr>
<tr>
<td>Assoc. Regional Vice Chancellor of University Relations</td>
<td>Holly Kickliter</td>
</tr>
</tbody>
</table>

Depending on the type of emergency or crisis, other appropriate personnel may be requested to report to the Emergency Operations Center, Bay 220.

The phone numbers for the EOC personnel are included in Appendix 2. Also the list of names and phones numbers for other personnel that may be called to the EOC, depending on the situation, is included in Appendix –2.
Notification Procedures

One of the most important objectives of this plan is to ensure that the USF Community is notified of the emergency situations or crises. The EOC Director shall ensure that appropriate personnel are notified in accordance with this procedure. To facilitate this process, the following steps shall be followed:

- The EOC Director shall ensure that all appropriate university officials are notified in a timely manner. This would include Deans and Directors of areas involved in the emergency. E-mail, telephones and faxes can be utilized to assist with the notification.
- All chairpersons, directors, associate Regional Vice Chancellors and managers shall ensure that employees within their areas are notified and provided appropriate instructions regarding securing buildings, evacuation, etc.
- When no other notification system is feasible, police vehicles will circulate the campus and using the vehicle’s public address system, issue emergency instructions.
- The President of the University of South Florida, or designees as identified below, has the authority to close all or portions of the university and/or cancel classes.

The following delegation of authority applies regardless of the reason for the cancellation of classes or closing of the University. In absence of the President, authority is delegated for the closing and/or canceling classes to the following individuals. This authority may not be further delegated.

1. To cancel classes
   a. The Provost, for all or part of the University
   b. The VP, HSC in consultation with the Provost, may cancel classes in the Colleges of Medicine, Nursing, and/or Public Health
   c. The Regional Chancellors, in consultation with the Provost, may cancel classes on their respective campuses

2. To close all or parts of the university, require essential employees to remain, and grant non-essential employees administrative leave:
   a. The Chancellor, or
   b. The VP, Administrative Services, in the absence of the EVP, or
   c. The Provost, in the absence of both of the above Regional Vice Chancellors

The above individual who authorizes either the cancellation of classes or the closing of all or part of the university shall immediately advise the following offices:

1. Director, Board of Trustees Operations
2. Chancellor, Division of Colleges and Universities, FBOE
3. Media Relations
4. Human Resources
5. Student Services/Residence Services
6. University Police
• Public service announcements will be prepared by the Assoc. Regional Vice Chancellor of University Relations and distributed to all local media.

**Departmental Plans/Requirements**

While this section cannot identify all responsibilities of individual Department Heads and their work units in responding to emergencies, it is intended to identify and assign very basic responsibilities. It is expected that the individual unit sub-plans will incorporate these responsibilities and address other factors as needed. The plans will be updated annually and submitted to the Director of the Emergency Operations Center by May 1st of each year.

**University Police**

The Director of University Police will prepare a written plan of action for providing general security to the campus during emergencies. It is essential that this plan address the following:

- Internal and external radio communications
- Necessary personnel and equipment to handle the emergency situation
- Communication of Special Alerts to the University community
- Communication with the Pinellas County Emergency Operations Center and other emergency service providers

**Physical Plant**

The Director of Physical Plant will prepare a written plan of action that will address steps to be taken before, during and after a disaster. The plan should include:

- Steps to be taken prior to a disaster, such as a hurricane - to mitigate damages to the campus
- Maintain necessary blanket accounts for emergency purchases of materials for emergencies
- A plan for providing personnel to respond to the disaster
- Steps to protect and restore utilities to the campus
**Residence Life/Student Affairs**

The Regional Vice Chancellor of Residence Life-Student Affairs will prepare a written plan for the protection of students who remain in the residence halls during an emergency. Since all housing facilities are permanent structures, residents will be encouraged to remain in their assigned facilities. Designated Residence Life Managers will assume the responsibility of the Building Emergency Coordinator for his/her residence area. All residents will receive instructions outlining actions to be taken prior to, during, and after the emergency.

**Business Office**

The Coordinator will develop a plan that will provide procedures for conducting university financial activities. The plan will focus on anticipated needs immediately following a disaster.

**Public Affairs**

The Assoc. Regional Vice Chancellor of University Relations is responsible for the release of information to the media regarding the University’s emergency and its response. Also provide timely information to the President on EOC decisions.

**Other Related Areas**

Develop plans for other crises as may be appropriate.
Specific Emergency Guidelines

Hurricanes

Hurricanes are categorized as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Sustained Winds</th>
<th>Damage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>74-96 mph</td>
<td>Minor</td>
</tr>
<tr>
<td>2</td>
<td>96-110 mph</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>111-130 mph</td>
<td>Major</td>
</tr>
<tr>
<td>4</td>
<td>131-155 mph</td>
<td>Severe</td>
</tr>
<tr>
<td>5</td>
<td>Above 156 mph</td>
<td>Catastrophic</td>
</tr>
</tbody>
</table>

**Hurricane Watch**: The University will be placed in a Hurricane Watch condition when a hurricane is expected to strike within 36 hours. The Emergency Operations Director will determine the need to convene a meeting with essential University staff. Plans for specific activities related to preparedness will be developed. Preliminary contacts will be made with hurricane evacuation shelter managers to determine availability.

**Hurricane Warning**: The University will be placed in a Hurricane Warning status when a hurricane is expected to strike within 24 hours. Usually, Pinellas County Emergency Planning Operations will activate countywide evacuation plans at this time. Essential USF staff will be called in to work. The Emergency Operations Director will determine if and when the EOC should meet.

The Director of the University Police or his designee, in consultation with the Director of the Emergency Operations Center (i.e. Regional Chancellor or his/her designee, normally, the Regional Vice Chancellor of Administration and Finance), will implement the following steps as necessary:

- Establish Contact with the Pinellas County Emergency Operations Center
- Assist the Director of the Emergency Operations Center in establishing contact with the Directors and Building Supervisors assigned in this plan.
- Ensure that University police officers are available to:
  - Maintain roving patrols as long as possible with particular attention to high security areas on campus
  - Check campus areas for objects subject to damage or representing potential hazards
- Assure that contact has been made with all local law enforcement agencies to coordinate procedures for emergency assistance when necessary
- Monitor weather advisories
The Director of Physical Plant will:

- Provide emergency power to the Emergency Operations Center, as necessary.
- Ensure appropriate standby personnel for emergency work in all areas of the Physical Plant Division
- Secure all Physical Plant Division material and equipment that are exposed to potential damage. Assist colleges and departments with similar efforts.
- Secure refuse containers and other objects, on campus grounds, that would become potential hazards.
- Make every effort to provide campus utilities and respond to the need for emergency repairs as they occur.
- Following the emergency, provide interim repairs to facilities, boarding of damaged doors and windows to reduce subsequent damage, and erecting barricades to provide protection from hazards.

The Regional Vice Chancellor of Residence Life/Student Affairs will:

- Implement the housing emergency plan (when they become operational).
- Maintain contact with the Emergency Operations Center.

The Coordinator of Human Resources will:

- Provide information on rules and policies that impact the workforce during a declared emergency.
**Reopening the University**

- At the earliest possible time, following the hurricane, the Building Supervisors and Deans should return to their assigned buildings, prepare a damage survey, and submit a damage report to the Emergency Operations Center.
- Environmental Health and Safety and/or Facilities Planning and Construction will inspect buildings as deemed necessary prior to reopening of the University.
- The Director of Physical Plant will be responsible for post-hurricane clean-up operations and will provide maximum support with resources available.
- The Director of the Emergency Operations Center or designee will coordinate, as appropriate, with the representatives of FEMA, state, and local authorities.
- Classes and other normal operations will resume upon order of the President or his/her designee.

**Fire and Explosion**

In the event of a catastrophic fire, explosion, or catastrophe on campus, the University Police will respond. The University Police will also ensure notification of appropriate personnel, departments, and agencies. The procedure “Operation Alert” shall be activated and the following activities will be performed:

- University Police personnel shall respond to the scene and initiate evacuation and rescue operations. (joint responsibility of University Police and the affected department)

- The St. Petersburg Fire/Rescue Department (as well as appropriate USF personnel such as Environmental Health & Safety) shall be requested to respond. Upon their arrival at the fire scene, the St. Petersburg Fire/Rescue Department shall assume command of the fire fighting operation and University personnel shall perform support functions as directed. (responsibility of University Police)

- In the event of an explosion or detection of a bomb, St. Petersburg Police Department Bomb Squad Technicians shall be contacted. Upon their arrival, they will assume command of the operation and University personnel shall perform support functions as directed. (responsibility of University Police)

- Injured personnel shall be treated at the scene and/or transported to appropriate medical facilities by ambulance. (responsibility of St. Petersburg Fire/Rescue Department and University Police)

- During a major fire, perimeter controls shall be implemented and an emergency command post and media briefing area shall be established away from the scene of the occurrence. (responsibility of University Police and University Relations)

- All electrical service to the affected location shall be turned off upon the order of the
The State Fire Marshall’s office will be contacted. (responsibility of University Police)

**Hazardous Material Spill**

In the event of a hazardous material spill, the University Police Department should be informed of the spill. University Police Officers will initiate existing departmental procedures including “Operation Alert”. The following additional guidelines are provided to operate in direct support of the overall response plan.

- In the event of a spill or leak, the following personnel or designee shall be contacted by the police communications center:
  - Director of Environmental Health and Safety
  - Director of the University Police
  - Appropriate Departmental Supervisor(s)

- The on-scene University Police supervisor in consultation with representatives of Environmental Health and Safety shall make a determination concerning the seriousness of the leak and potential need for evacuation of the area. If necessary, the supervisor shall facilitate the use of roadblocks until the arrival of appropriate St. Petersburg Fire Department personnel.

- If deemed necessary the University Police, through the Communications Center, shall contact EMS, Hazmat, and the St. Petersburg Fire Department.

- Upon arrival, personnel of the St. Petersburg Fire Department shall assume command of the scene and make all operational decisions concerning further evacuation and steps to be taken to contain the leak or spill. University personnel shall perform support functions as directed.

- The University Police Shift Supervisor may also request, through the police communications center, assistance from St. Petersburg HAZMAT unit and/or the Tampa Police Department Bomb Squad.
Threats to the University Community

In the event of a threat or the presence of any material that could cause harm to members of the University community, the University Police will respond. Threats against the University community could include but are not limited to explosive, biological and chemical devices or radioactive materials. The University Police will also ensure notification of appropriate personnel, departments, and agencies. The procedure “Operation Alert” shall be activated and the following activities will be performed:

- University Police personnel shall evaluate and initiate an appropriate response.
- University Police shall take appropriate action to secure any space that may contain an agent that could be dangerous.
- Environmental Health and Safety shall be requested to respond to the scene if biological materials, chemicals determined to not present an immediate threat of explosion, asbestos, and other suspicious material is present.
- The St. Petersburg Fire/Rescue Department (as well as appropriate USF personnel such as Environmental Health & Safety) shall be requested to respond to materials determined by the University Police to present an immediate danger. Upon their arrival at the scene, the St. Petersburg Fire/Rescue Department shall assume command of the operation and University personnel shall perform support functions as directed. (responsibility of University Police)
- In the event a bomb is detected, St. Petersburg Police Department Bomb Squad Technicians shall be contacted. Upon their arrival, they will assume command of the operation and University personnel shall perform support functions as directed. (responsibility of University Police)
- Threats that have the potential to affect a large segment of the University may cause the Emergency Operations Director to assemble the Emergency Operations Staff and other key University personnel as may be appropriate to develop a plan of action. The President’s Cabinet will be informed immediately of instances that require such action.
Appendix -1 (Operations Alert)

Note: The following is the updated policy. It has been forward to the appropriate University personnel to be instated as the latest version.
USF St. Petersburg OPERATION ALERT

I. INTRODUCTION (Purpose and Intent)

The intent of this policy is to provide information and procedures for the handling of emergency situations that occur on the property of USF St. Petersburg. An Operation Alert system has been developed which will augment existing policies and procedures for handling emergencies by accelerating the notification process. The University Police Department Communications Center, located at 144-5th Ave. South on the St. Petersburg campus, which is operational twenty-four hours a day, shall be notified immediately in emergencies as outlined in this policy. The notification procedures, as established herein, help to assure that all parties concerned with a particular type of emergency are contacted. The number of notifications made by individual persons is limited to allow all parties maximum flexibility in responding to the emergency in the manner most appropriate.

STATEMENT OF POLICY

The Operation Alert system is limited to valid emergencies as detailed in this policy, and should be used by any member of the University community whenever any of the following situations occur.

Emergencies Covered:

1. Fatal or life threatening accidents occurring on a campus, involving students, employees, or members of the public when injuries require medical attention.
2. Violence of a major nature, occurring on or in close proximity to University property, which might endanger life or interfere with University activities.
4. University-related transportation accidents, involving hazardous materials, severe personal injury, or major property damage.
5. Reports of illness, involving humans or animals, due to chemical waste emissions.
6. Reports of outbreaks of illness or injury due to food poisoning or consumption of similar products, whether sold by the University or distributed privately on University property.
7. Environmental incidents, including major spills or major air emissions.
8. Explosions.
9. Natural disasters, including fire, flood, hurricane, or tornado.
10. Unauthorized work stoppages, emergency cancellations of University sponsored events, boycotts or threatened boycotts, or demonstrations that may lead to civil disorder or disruption of University activities.
11. Notification of power, steam, or water service interruption, with particular emphasis as it affects special lab experiment research projects or residence areas.
12. Reports of major vandalism or graffiti, which appears to be motivated by ethnic, racial, religious, or sexual orientation bias.
13. Any real, or perceived threat to harm persons by distribution of any chemical, biological or radiological element.
14. For out-of-town emergencies such as a transportation accident, the USF person involved is responsible for notifying his supervisor and/or dean, as well as for prompt local action appropriate to the situation.
III **PROCEDURES**

**NOTIFICATION OF EMERGENCY**

In the event of a major emergency as outlined in these procedures; the Operation Alert phone number, 911, shall be dialed at any hour of the day or night the 911 communications personnel shall then notify USFSP Police Department at (727) 553-4140. The nature and a brief outline of the emergency shall be reported to the police communication officer on duty. Informational items normally requested will include:

- name and telephone number of caller;
- place, time and type of emergency;
- number and general type of injuries;
- number of fatalities, if any;
- type of damage to facilities and equipment;
- type of projects, compounds or chemicals involved;
- purported cause of work stoppage, boycott or violence, etc.

To ensure complete reporting, the officer on duty will ask several specific key questions, depending on the nature of the emergency. The following procedure will then be implemented:

The police communication officer will immediately notify the Ranking Police Supervisor, who will in turn notify the Director. In those instances involving violence against individuals, the Police Department shall immediately notify the Victim's Advocate.

The Director of University Police or the ranking police officer will in turn notify the Regional Vice Chancellor for Administration and Finance and the Chancellor for USF St. Petersburg and any appropriate supervisory staff. If the reported emergency situation involves students, then the Regional Vice Chancellor for Student Affairs shall be notified.

The Regional Chancellor or designee shall notify the President and other members of the President's Staff or other officials having a need to be advised of the situation.

In major emergencies or crises likely to generate media inquiries, representatives of Administrative Services, Student Affairs, University Relations, the Police Department, and the Directors/Coordinators for Business, Human Resources and the Computer Center shall meet as soon as possible to develop a University response, designate a spokesperson, and prepare a briefing report for the President.

Based upon a review of all available information, the Regional Chancellor shall make a determination of the need to activate the Emergency Operations Plan.

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Dr. Karen White  
Regional Chancellor  
University of South Florida St. Petersburg

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### TYPES OF EMERGENCIES:

<table>
<thead>
<tr>
<th>NAME</th>
<th>USF Extension</th>
<th>Residence/Cell Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Police</td>
<td>x34140</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Abdul Nasser or Senior Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Chancellor</td>
<td>x34151</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Karen White</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Interim Vice Chancellor Acad. Affairs</td>
<td>x34260</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>James Malek</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Vice Chancellor</td>
<td>x33487</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Abdul Nasser</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Vice Chancellor</td>
<td>x34162</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Charles Brown</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exec. Director, Campus Adv.</td>
<td>x33456</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Assoc. Dean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Fanning (KRC/MSL)</td>
<td>x31594</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bob Jolley (MSL/KRC)</td>
<td>x31633</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Director Phys. Plant</td>
<td>x34350</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Ron Bugg</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. Randy Maxson (FIO)</td>
<td>x33379</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>John Ogden (FIO)</td>
<td>x33383</td>
<td></td>
</tr>
<tr>
<td>Al Nelson (FMRI)</td>
<td></td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>896-8626 x 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Melody Oakleaf (FMRI)</td>
<td>x34401</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Dean Kathy Arsenault (POY)</td>
<td>x34401</td>
<td></td>
</tr>
<tr>
<td>Chief Scientist</td>
<td></td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Lisa Robbins (USGS)</td>
<td>803-8747 x3002</td>
<td></td>
</tr>
<tr>
<td>Don Gilbert (Telecomm. For MSL)</td>
<td>x34120</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Jeff Reisberg Telecomm. For USFSP</td>
<td>3x4552</td>
<td></td>
</tr>
<tr>
<td>Jon Randle (Phy Pnt)</td>
<td>x34652 x34146</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Rick Close</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Fire Marshal</td>
<td>(813) 871-7841</td>
<td>X X X X X X X X X X</td>
</tr>
<tr>
<td>Stoney Burke (Health &amp; Safety)</td>
<td>4+0872 (Tampa)</td>
<td>ON CAMUS ONLY X X X X X X X X X X</td>
</tr>
<tr>
<td>Tampa University Police Communications</td>
<td>4x2628</td>
<td>As appropriate</td>
</tr>
</tbody>
</table>

*Note: Do not call Al Nelson...use pager number. If no answer see FMRI Emergency Contact Pager in Rolodex. In case of PBX (campus) phone failure, see Disaster Plan for alternate phone numbers (marked by *).