



# Comprehensive Emergency Management Plan



Version 2014.1  
October 20, 2014

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## I. Promulgations and Signatures

The Comprehensive Emergency Management Plan (CEMP) provides the framework on how the University of Miami approaches the four phases of emergency management: mitigation, preparedness, response and recovery.

Emergency Management programs are not only important when faced with an emergency or disaster. Mitigation, preparation, and planning efforts conducted every day have a direct and significant correlation to the efficiency and effectiveness of response, continuity and recovery operations.

All faculty, staff, students and other community members who are part of the University of Miami must:

- Have a working knowledge of their responsibilities, functions, and required actions as outlined in this CEMP, Campus Emergency Operations Plans, and their Unit Response Plans which includes policies and standard operating procedures.
- Know what their Unit's critical functions are and how to resume each in accordance with their specific Unit UReady Plan. UReady Plans are critical components to the University's Continuity of Operations Plan (COOP).
- Ensure they complete all ongoing training and exercises as assigned, and seek any additional training necessary to competently perform all emergency responsibilities. National Incident Management System (NIMS) training is a mandatory training component for all community members who have any emergency role or responsibility.

A handwritten signature in blue ink, appearing to read 'D. Shalala', written over a horizontal line.

Donna E. Shalala  
President, University of Miami

June 27, 2013  
Date



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## IV. Executive Summary

The Comprehensive Emergency Management Plan (CEMP) establishes the framework to ensure the University of Miami (UM) will be adequately prepared to respond to, and recover from, any of the hazards threatening the lives and property of students, residents, staff, and visitors to UM campuses and facilities. The CEMP outlines the responsibilities and coordination mechanisms of University personnel, Units, and first responders during a disaster or emergency situation.

The CEMP unifies the efforts of all campuses and Units by utilizing the National Incident Management System (NIMS). The use of NIMS is federally mandated for local, state, and federal government agencies and has been fully integrated into all response and recovery efforts. University of Miami Public Safety (Police, Security, Campus Safety, and other UM first responders) and Emergency Management continue to utilize the Incident Command System (ICS) principles to ensure that all lead and support agencies are assigned appropriate roles and responsibilities in a hybrid Emergency Support Function (ESF) system. The University of Miami CEMP is consistent with the Miami-Dade County and State of Florida CEMPs, the National Response Framework, and the standards established in the Emergency Management Accreditation Program (EMAP). The CEMP is in compliance with the latest criteria issued for CEMP revisions by the State of Florida Division of Emergency Management (FDEM) and as required by Florida Statute Chapter 252 and FAC Rule 9G-6 and 9J-5.

The CEMP describes how resources from all three campuses and all University Units will be coordinated to supplement response and recovery capability while emphasizing information sharing across all campuses. The CEMP also identifies University-wide assets that will support preparation, response, and recovery operations.

Additionally the CEMP:

- Provides an all-hazards organizational structure for emergency operations.
- Establishes basic direction and control for all levels of a disaster while creating a consistent unified approach to emergency management.
- Establishes official policies, program strategies, and planning assumptions for mitigation, disaster preparedness, response, and recovery.
- Assigns specific functional responsibilities to appropriate Units, personnel, and volunteer groups.

The following flow chart shows the relationship of the CEMP to campus-specific and University-wide response plans and procedures including unit specific response plans. This structure allows both local control of response activities at each campus and University-wide support from specific Units. The structure also supports visibility and overall control and authority with the Crisis Decision Teams (CDT) and University leadership.

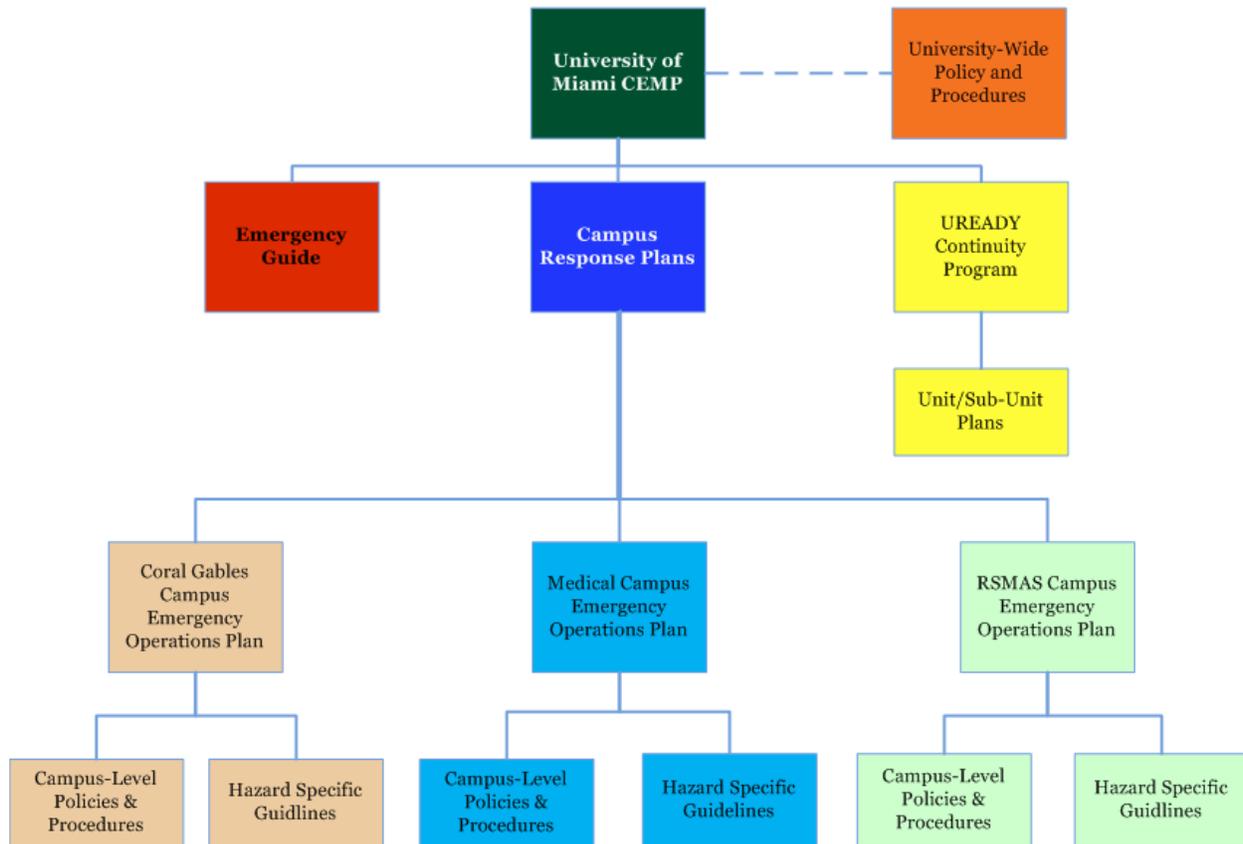


Figure 1 CEMP Response Plans Flow

## V. Introduction

### A. Background

The University of Miami Disaster Response and Recovery Plan was developed in the early 1990s and served as the foundational document for guiding disaster response and recovery operations at the University. The Plan underwent periodic updates and revisions over the course of almost two decades, but with emerging trends and threats, a new all-hazards approach was needed.

In 2010, University of Miami Emergency Management began to implement structural changes that would allow for the transition to a Comprehensive Emergency Management Plan (CEMP) which embraces an all-hazards approach to emergency planning and incorporates the best practices and lessons learned from numerous emergencies and disasters.



## **B. Purpose**

The CEMP provides direction to UM for all four (4) phases of emergency management:

- Mitigation
- Preparedness
- Response
- Recovery

This document establishes official emergency management policy for all campuses, Units, and University first responders to mitigate against, prepare for, respond to, and recover from all emergencies and disasters affecting the University, its campuses and facilities.

The CEMP supports EM's ability to provide direction and control during any large-scale disaster or incident. Standard Operating Procedures (SOPs) are Unit specific. The SOPs provide structure for the successful completion of functions, missions, or activities outlined by corresponding response plans or procedures. These plans include Campus-Specific Emergency Operations Plans (EOP) with Hazard-Specific Response Guidelines (HSGs).

Hazard-Specific Guidelines (HSG) serve as the basis for effective response and recovery to specific hazards. Examples of HSGs include hurricane plans and hazardous chemical release response plans. The University of Miami has identified twenty-two hazards in three categories, Natural, Technological (Accidental), and Adversarial/Human (Intentional), which serve as potential threats.

## **C. Scope**

This plan encompasses all University of Miami property located throughout Florida, whether owned, leased, or utilized, as well as all community members including, but not limited to, students, faculty, staff, patients, parents, visitors, contractors, vendors, alumni, donors, supporters, neighbors, partners, government entities, and any other person or entity with an interest in or involvement with the University.

## **D. Objectives**

- Reduce the loss of life and property of students, residents, faculty, staff, and visitors due to disasters through preparedness, response, and mitigation activities.
- Provide emergency management oversight, coordination, and situation awareness to a broad and diverse group of University partners.
- Provide an efficient, comprehensive organizational structure for emergency response and recovery from disasters and emergency incidents that affect the University.
- Coordinate emergency operations within the University.
- Employ an integrated all-hazards risk-based approach for mitigation, response, continuity of operations, recovery, and preparedness planning.
- Provide coordination of resources available to the University and provided by outside agencies.



- Support the understanding and utilization of the Incident Command System/National Incident Management System principles.
- Enhance emergency preparedness through standardized planning, training, and exercising.
- Develop and implement strategies to achieve multidimensional and redundant emergency communications capabilities.
- Create a “culture of preparedness” among students and employees by improving awareness and comprehension of what to do before, during, and after major emergencies.
- Build local, state, national, and international partnerships with other entities that share a vested interest in the enrichment of higher education emergency management.

## **E. Planning Assumptions**

The following planning assumptions were considered in the development of this Plan:

- A disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning, and may escalate rapidly.
- The succession of events in an emergency are not predictable; therefore, published response plans, such as the University of Miami CEMP, should serve only as a guide and may require modifications in order to meet the requirements of a specific emergency.
- All emergencies begin at the lowest jurisdictional level. Therefore, most emergencies impacting the University will begin at the campus level.
- Disaster effects may extend beyond University boundaries and many areas of the community may experience casualties, property loss, disruption of normal life support systems, and loss of regional, economic, physical, and social infrastructures.
- Major emergencies may become county or statewide events and assistance from local, state, and federal emergency response agencies may not be immediately available.
- Emergency responders may become casualties or victims of the disaster and experience damage to their homes and personal property.
- Disasters differ in character by magnitude, severity, duration, onset, distribution, area affected, frequency, and probability.
- All Units of the University of Miami will continue to respond to disaster events utilizing current procedures and/or internal resources until they are exhausted, necessitating mutual aid response requests and/or requests for assistance.
- Effective disaster preparedness requires continual public awareness and community self-preparation, including students, staff, and faculty.
- Unofficial groups of responders, the public, and outside resources may hinder the local effort. Impacts might include traffic congestion, unsolicited supplies and donations, and additional strain on degraded infrastructure.
- There may be competition among campuses and Units for scarce resources.
- Some form of communications will be available.



## F. Authorities

The emergency authorities of the President and other senior-most staff are established via resolution duly adopted by the Executive Committee of the Board of Trustees. The University President designates specific emergency roles and responsibilities through the University of Miami Comprehensive Emergency Management Plan (CEMP).

Miami-Dade County emergency management authority and support are governed by Chapter 8B of the Miami-Dade County Code. The State of Florida emergency management authority and support are governed by Florida Statute, Chapter 252. The federal government is authorized to support both the county and state governments in accordance with the Robert T. Stafford Act and Title 44 of the Code of Federal Regulation.

## VI. Applicable Laws, Regulations, Standards, and References

The following laws, regulations, and standards provide guidance, requirements, and authority used to develop this plan:

### A. Florida Statutes (F.S.):

- Chapter 23, Florida Mutual Aid Act
- Chapter 154, Public Health Facilities
- Chapter 252, Emergency Management
- Chapter 381, Public Health
- Chapter 403, Environmental Control
- Chapter 768, Good Samaritan Act
- Chapter 870, Riots, Affrays, Routs, and Unlawful Assemblies

### B. Florida Administrative Code (FAC):

- 9G-6, Review of Local Emergency Management Plans, DCA
- 9G-14, Hazardous Materials, DCA
- 9J-5, Comprehensive Plan
- Florida State Executive Order No. 80-29, Disaster Preparedness, April 14, 1980
- Executive Order 07-77, Gubernatorial Task Force for University Campus Safety

### C. Federal:

- Public Law 93-288, Federal Response Plan
- Public Law 93-234, Flood Disaster Protection Act of 1973
- Public Law 100-707, The Stafford Act
- 34, Code of Federal Regulations 668.46 Clery Act
- 29, Code of Federal Regulations
- Homeland Security Presidential Directive 5 - NIMS



National Response Framework (NRF)  
Emergency Management Accreditation Program, Emergency Management Standards  
FEMA CPG-101, Developing and Maintaining Emergency Operations Plans  
FEMA CPG-201, Threat and Hazard Identification and Risk Assessment  
FEMA Fact Sheet – NIMS Implementation for Nongovernmental Organizations  
FEMA Target Capabilities List  
National Incident Management System  
USDOE Action Guide to Emergency Management at Institutions of Higher Education

#### **D. Local Codes:**

Chapter 8B of the Miami-Dade County Code of Ordinances

#### **E. Other:**

IACLEA Blueprint for Campus Safety  
NFPA 1600, Standard on Disaster/Emergency Management and Business Continuity  
NFPA 72, National Fire Alarm and Signaling Code

## **VII. University Overview**

### **A. University of Miami**

The University was chartered in 1925 by a group of citizens who felt an institution of higher learning was needed for the development of their young and growing community. The inaugural class of 560 students enrolled in fall of 1926.

Today more than 15,600 undergraduate and graduate students from around the world call UM home during the academic semesters. The University has grown from its main location in the City of Coral Gables to include the Medical Campus (Miller School of Medicine/ UHealth) located in Downtown Miami, the Marine Campus (Rosenstiel School of Marine and Atmospheric Science) on Virginia Key, and satellite facilities and clinics throughout South Florida. With more than 16,000 full-time and part-time faculty and staff, UM is the largest private employer in Miami-Dade County.

**Coral Gables Campus:** The Coral Gables Campus, with its two colleges and seven schools, is located on a 230-acre tract in suburban Coral Gables.

**Medical Campus:** The University of Miami Medical Campus, the central hub of the University of Miami Miller School of Medicine and Health System (UHealth), consists of more than 150 Units within 45 medical, clinical, research, academic, service, and specialty buildings spread over 68 acres. The Campus is located within the 153-acre University of Miami/ Jackson Memorial Medical Center Complex, part of the Civic Center and Health District of Downtown Miami. The Medical Center Complex includes three UM owned hospitals: the University of Miami Hospital, the Sylvester Comprehensive Cancer Center, and the Anne Bates Leach Eye Hospital /Bascom Palmer Eye Institute. Jackson Memorial Hospital, Holtz Children's Hospital, and the



Miami Veterans Affairs Medical Center are also a part of the Medical Center Complex and are affiliated with, but not owned by the University.

**Marine Campus:** The Rosenstiel School of Marine and Atmospheric Science (RSMAS) is located on an 18-acre waterfront campus on Virginia Key in Biscayne Bay. RSMAS also oversees the Richmond Campus, established in 2001, on a 76-acre site. Research facilities for the Rosenstiel School's Center for Southeastern Tropical Advanced Remote Sensing (CSTARS) and Richmond Satellite Operations Center (RSOC) are located on a portion of the Richmond Campus.

## **B. Facts & Population**

- Date Founded: 1925 (classes began October 1926)
- Campus Names:
  - Coral Gables Campus
  - Medical Campus (Miller School of Medicine)
  - Marine Campus (Rosenstiel School of Marine and Atmospheric Science)
- Total Employees: 14,000
- Total Students: 16,000
  - Undergraduate: 10,400
  - Graduate: 5,600
- Numbers of Buildings
  - Coral Gables Campus: 130
  - Medical School: 45
  - Marine School: 16
- Programs: 113 Bachelors, 102 Masters, 54 Doctoral (50 research/scholarship and 4 professional practice)
- Budget: \$2.6 billion.
- Economic Impact: \$6.1 billion.
- Class Size: Over 50 percent of classes for undergraduates have 16 or fewer students; over 75 percent have 26 or fewer students.
- International Education and Exchange Programs: UM semesters on location in Prague, Rome, Galilee, and the Galapagos; exchange-partner universities in over 33 countries for the year, semester, or summer; and UM faculty-led programs during intersession, spring break, and summer.
- Alumni: UM alumni live in all 50 states and in 148 countries; almost 80,000 reside in Florida, including over 40,000 in Miami-Dade County. There are just over 176,500 alumni in UM's history.
- Resident Students: 5,000 (Coral Gables Campus only)
- Breaking down student home locations shows:
  - Over 30% of students come from South Florida (Dade and Broward)
  - Nearly 10% are other Florida county residents
  - Slightly more than 40% are from the United States or US Territories
  - Approximately 20% are from a foreign country.



### **C. Individuals with Disabilities**

Under the Americans with Disabilities Act (ADA) of 1990, Americans with Disabilities Amendments Act of 2008, and Section 504 of the Rehabilitation Act of 1973, qualified individuals with disabilities are protected from discrimination and may be entitled to reasonable accommodations and/or equal access to programs and services. The Office of Disability Services (ODS) is the primary University office responsible for the coordination of auxiliary aids and services for students with disabilities. The University of Miami follows and abides by the definition of disability set forth in the foregoing statutes. Equality Administration provides similar services for faculty and staff.

Students with disabilities comprise approximately three percent (3%) of the student population. Upon request, ODS and Equality Administration, in coordination with EM, will provide additional services and/or support to registered students, faculty, and staff on a case-by-case basis.

## **VIII. Threat and Hazard Identification and Risk Assessment (THIRA)**

### **A. Hazard & Vulnerability Analysis Summary**

University of Miami has developed an analytical risk assessment tool. The tool is designed to quantify and document the probability and overall severity of various threats or hazards that could affect the University.

Through use of the assessment tool, EM identified twenty-two hazards in three categories, Natural, Technological (Accidental), and Adversarial/Human (Intentional), which serve as potential threats. Threats are listed below by category in order of highest combined probability and severity minus the level of preparedness.

#### **Natural Hazards**

- Hurricanes (Catastrophic)
- Tsunami
- Hurricanes (Minor)
- Tornadoes
- Floods (External)
- Fires (External)
- Pandemics

#### **Technological Hazards (Accidental)**

- Fire (Internal)
- Major Transportation Accident
- Flood (Internal)
- Utility/Telecommunication Failures
- Hazardous Material Releases



- Hazardous Material Spills
- Network Failure

**Adversarial/Human Caused Hazards (Intentional)**

- Research/Facility Sabotage
- IT Security Breach/Cyber Attacks
- Bombings
- Suspicious Packages/Bomb Threats
- Civil Disturbances/Demonstrations/Riots
- Active Shooters/Hostile Intruders
- Other Acts of Terrorism
- Hostage Situations

**B. Capability Assessment**

University of Miami Emergency Management continually assesses response capabilities based on the hazard vulnerability assessment process. As new hazards are identified or current hazard severity scores are adjusted, EM will review existing response capabilities and make recommendations for additions or changes to response capabilities. As additional gaps are identified through the Testing, Training, and Exercise program and new HVAs, EM will perform additional capabilities assessments.

**C. University of Miami Hurricane Wind and Flood Risk Assessment**

A University-wide “Hurricane Wind and Flood Risk Assessment” was conducted for all campuses to identify hazards associated with a hurricane striking the greater Miami metropolitan area. It was noted in the assessment that a number of identified natural and technological hazards could be seen secondary to a major hurricane.

Based on the history of hurricanes for the Southern Florida Atlantic Coastline, hurricane force winds (74 mph) affecting the three campus sites are expected about every 10 years. Sustained winds exceeding 100 mph are expected about every 25 years. Sustained wind speeds of 130+ mph (the threshold for Category 4 levels) are expected every 200 – 400 years. All University structures were assessed for the wind speed at which a breach-of-building-envelope would occur, a primary factor in pre-determining building damage.

At the three University of Miami campuses, all considered near-coastal locations, flooding may occur from any or a combination of three causes including accumulation of runoff from severe rain, overflow of water channels (“riverine” flooding), or inundation of coastal areas from hurricane storm surge. With elevations ranging from near sea level to less than twenty feet above sea level, all campuses and satellite locations face some flooding threat based on flood inundation maps.



## VIII. Emergency Management Overview

Emergency Management processes and functions at the University of Miami are coordinated and executed at three distinct levels of increasing specificity; the University-wide level, the campus level, and the Unit level. At each level there is at least one designated Emergency Management authority responsible for coordinating and executing designated processes and functions. The three levels are overseen by specific University leaders.

### A. University-Wide

#### 1. Leadership and Delegation

The University President is responsible for ensuring the ongoing mission of the University of Miami. The CEMP is promulgated under his/her authority. The University President has the authority to declare a University state of emergency. This declaration activates the University Crisis Decision Team. The University President must assume the role of Incident Commander, maintain command as is or reassign command to an equally capable and qualified person. All decisions concerning the cessation of University-wide functions or operations remain with the University President. If the University President is unavailable, the Provost is authorized to assume this role.

The Provost is responsible for the overseeing and coordinating academic programs, including both teaching and research, and enhancing the educational mission of the University of Miami. The Office of the Provost consists of the University's schools and colleges, select centers and institution, Budget and Planning, Student Affairs, and other key offices and administrative units. The Provost has the authority to assign members from his/her office with emergency management roles and responsibilities in support of the CEMP and other emergency management initiatives. The Provost reports to the University President. During a declared University state of emergency, the Provost will assume a role on the Crisis Decision Team and be responsible for the proper and expeditious handling of the emergency in accordance with the guidelines set forth in the CEMP.

#### University-Wide Delegation of Authority:

- President
- Provost
- Senior Vice President

#### 2. Emergency Management

University-wide Emergency Management programs, processes and policies are directed, coordinated and executed by the Office of Emergency Management (OEM), a Unit within Real Estate and Facilities. OEM is led by a Director of Emergency Management, who has authority delegated from the Vice-President of Real Estate



and Facilities. The Comprehensive Emergency Management Plan (CEMP) is the overarching structural document which defines OEM and all of its responsibilities. OEM is responsible for maintaining the CEMP. However, the most significant OEM responsibilities include establishing and overseeing University-wide mitigation, preparedness, response and recovery programs and processes, and supporting campus level emergency management programs and processes.

## **B. Campus Level**

### **1. Coral Gables Campus Leadership and Delegation**

The President is responsible for ensuring the ongoing mission of the Coral Gables Campus. The President has the authority to assign members of his/her staff with emergency management roles and responsibilities in support of the CEMP and other emergency management initiatives.

The President has the authority to declare a Coral Gables campus state of emergency. This declaration activates the Coral Gables Campus Crisis Decision Team. The President must assume the role of Incident Commander, maintain command as is or reassign command to an equally capable and qualified person.

#### **Coral Gables Campus Delegation of Authority:**

- President
- Provost
- Senior Vice President
- Vice President of Student Affairs
- Vice President Real Estate & Facilities
- Police Chief
- Emergency Management Director

### **2. Medical Campus Leadership and Delegation**

The Dean/Senior Vice President/CEO is responsible for ensuring the ongoing mission of the Miller School of Medicine and UHealth System. The Dean/Senior Vice President/CEO has the authority to assign members of his/her staff with emergency management roles and responsibilities in support of the CEMP and other emergency management initiatives. The Dean/Senior Vice President/CEO reports to the University President and Provost.

The Dean/Senior Vice President/CEO has the authority to declare a Medical campus state of emergency. This declaration activates the Medical Campus Crisis Decision Team. The Dean/Senior Vice President/CEO must assume the role of Incident Commander, maintain command as is or reassign command to an equally capable and qualified person.

**Medical Campus Delegation of Authority:**

- Dean/Senior Vice President/CEO
- Chief Operating Officer
- Executive Director Safety & Security

**3. Marine Campus Leadership and Delegation**

The Dean is responsible for ensuring the ongoing mission of the Rosenstiel School of Marine and Atmospheric Science. The Dean has the authority to assign members of his/her staff with emergency management roles and responsibilities in support of the CEMP and other emergency management initiatives. The Dean reports to the University President and Provost.

The Dean has the authority to declare a Marine campus state of emergency. This declaration activates the Marine Campus Crisis Decision Team. The Dean must assume the role of Incident Commander, maintain command as is or reassign command to an equally capable and qualified person.

**Marine Campus Delegation of Authority:**

- Dean
- Associate Dean of Infrastructure
- Associate Dean of Graduate Studies

**4. Emergency Management**

Campus-level Emergency Management programs, processes and policies are directed, coordinated and executed by the campus Emergency Management authorities listed below. The campus Emergency Operations Plan (EOP) is the overarching structural document which defines each campus Emergency Management program and all of its responsibilities. Each campus Emergency Management authority is responsible for maintaining their campus EOP. However, the most significant responsibilities of campus Emergency Management includes establishing and overseeing campus-wide mitigation, preparedness, response and recovery initiatives, and ensuring compliance with University-wide emergency management programs and processes. The University-wide OEM and campus Emergency Management are highly integrated, just as the CEMP is highly integrated with the campus EOP.

**Campus Emergency Management Authorities:**

- Gables – University of Miami Office of Emergency Management
- Medical – Miller School of Medicine/UHealth Security Department
- Marine – Rosenstiel School of Marine and Atmospheric Science Campus Safety



### **C. Unit Level**

“Unit” is a generic Emergency Management term used to describe any distinct entity within the University, including but not limited to, Divisions, Departments, Institutes, Schools, Colleges, Centers, Offices, Programs, and sub-divisions therein.

The most specific and detailed Emergency Management programs, processes and policies are directed, coordinated and executed at the unit level by each unit’s respective Emergency Management authority, inherently appointed to the highest ranking leader. This authority may be shared with other unit leaders and/or delegated to a subordinate Unit Disaster Planner.

Each unit within the University is responsible for developing and maintaining their own respective mitigation, preparedness, response and recovery programs and processes in accordance with the minimum uniform Unit Emergency Management standards established by OEM and Campus Emergency Management. The minimum standards encompass:

- Review & Dissemination of University/Campus Emergency Management Plans.
- Completion of a Unit UReady Plan.
- Collection and Update of Contact Information.
- Photo Documentation.
- Stocking of Emergency Supplies.
- Completion of National Incident Management System (NIMS) and other training.

OEM and Campus Emergency Management will request verification that all of the above listed minimum standards have been completed by every Unit on an annual basis. The annual completion deadline is December 1st. However, compliance is necessary year-round. OEM and Campus Emergency Management will assist Units with achieving any and all standards within reason.

### **D. Faculty and Staff**

Faculty and staff are seen as leaders on their campus and must be prepared to direct students, visitors, and colleagues to safe locations in the event of an emergency. Faculty and staff are responsible for being familiar with applicable emergency plans, procedures and evacuation routes for their assigned work locations. This information is accessible through the Emergency Preparedness website [www.miami.edu/prepare](http://www.miami.edu/prepare) or can be requested at the campus safety offices. Faculty and staff are also responsible for maintaining their contact information in myUM to maximize the University’s capability to notify them of a life threatening emergency and issue appropriate protective actions. Information regarding the ENN system is accessible through the Emergency Preparedness website at [www.miami.edu/enn](http://www.miami.edu/enn) or can be requested by emailing [oem@miami.edu](mailto:oem@miami.edu).

In addition to the items listed above, faculty are encouraged to include public safety and emergency preparedness information in their course syllabus which can be found at [www.miami.edu/emergency-guide](http://www.miami.edu/emergency-guide).



Faculty and staff who are involved in or witness a life-threatening emergency, they are required to immediately call 911 and the appropriate Campus Safety Department. Faculty and staff must be prepared to assess emergency situations quickly but thoroughly, and use common sense in determining how to implement any issued protective actions. During a declared state of emergency, faculty and staff not assigned a specific crisis management responsibility are required to take action as directed by the Crisis Decision Team.

## **E. Students**

Students are responsible for familiarizing themselves with emergency preparedness resources, campus emergency procedures, and evacuation routes in the buildings they use frequently. This information is accessible through the emergency preparedness website at [www.miami.edu/prepare](http://www.miami.edu/prepare) or can be requested at the campus safety offices. Students are responsible for maintaining their contact information in CaneLink to maximize the University's capability to notify them of emergencies. Information regarding the ENN system is accessible through the University of Miami website at [www.miami.edu/enn](http://www.miami.edu/enn) or can be requested by emailing [oem@miami.edu](mailto:oem@miami.edu).

If students are involved in or witness a life-threatening emergency, they are required to immediately call 911 and the appropriate Campus Safety Department. Students must be prepared to assess emergency situations quickly but thoroughly, and use common sense in determining how to implement any issued protective actions when directed by faculty, staff, first responders or an ENN alert. Students should also refer to the University's Emergency guide at [www.miami.edu/emergency-guide](http://www.miami.edu/emergency-guide).

## **IX. Mitigation**

The University of Miami constantly works to mitigate the potential impacts of disasters and ensure the safety and security of students, faculty, and staff while protecting property and facilities from possible damage or destruction.

### **A. Local Mitigation Strategy (LMS)**

The Miami-Dade Local Mitigation Strategy Working Group has created the Local Mitigation Strategy (LMS), which is updated semi-annually on June 30th and December 31st. The LMS Working Group is made up of representatives from Miami-Dade municipalities, county departments, state and federal agencies, schools, colleges and universities, hospitals, and private for-profit and not-for-profit organizations.

A FEMA approved LMS document enables members of the working group to access available funding for mitigation such as, but not limited to, the Hazard Mitigation Grant Program, Pre-Disaster Mitigation, Flood Mitigation Assistance, Severe Repetitive Loss, and Repetitive Flood Claims. The University of Miami is an active member in the LMS working group and has adopted Miami-Dade's plan.



## **B. Infrastructure Enhancement**

The University of Miami continually evaluates current infrastructure and reviews needs for improvements based on value and criticality of infrastructure. As gaps are identified based on hazard and capabilities assessments, infrastructure improvements are identified and undertaken. As new facilities are erected on campuses, infrastructure supported or provided by those facilities is reviewed, and as warranted, are updated accordingly.

The University has funded and received grants for over \$16,000,000.00 in infrastructure enhancements since 2002. Approximately fifty buildings have been equipped with impact resistant windows and storm shutters.

## **C. Generators**

University of Miami has identified critical facilities, labs, and resources that require uninterrupted power or that may only be without power for a short period of time. These facilities, labs, and resources have been equipped with emergency generator back-up power.

In order to ensure the readiness and reliability of generators, EM has established, as a best practice, a policy of testing all generators monthly. During monthly tests, generators are started and electrical systems are switched over to ensure proper operations. Fuel levels are recorded and if fuel level is below three quarters of a tank, fuel is ordered.

## **X. Preparedness**

The following section summarizes preparedness and prevention activities that have been undertaken at the University of Miami. These steps are designed to improve response capabilities and ensure a safe and secure community for students, faculty, staff, and visitors. Planning includes developing effective response plans, policies, and procedures. By training personnel on the plans, and exercising the plans, the University can provide effective response to any disaster or emergency incident.

### **A. National Incident Management System (NIMS) Compliance**

The University continually works to ensure compliance with NIMS training standards. Ongoing participation by virtually every University unit is necessary. NIMS training is facilitated through the University's ULearn system in connection with the FEMA Emergency Management Institute (EMI) Website. For all NIMS related issues email [nims@miami.edu](mailto:nims@miami.edu).

University personnel who have any role in emergency mitigation, planning, response, or recovery are required to complete assigned NIMS training. The specific emergency/disaster role of each University community member dictates which of the four training tracks they need to complete.



NIMS training is divided into four tracks:

1. Executive Leaders – Includes President, Vice Presidents, Deans, and other members of University leadership.
2. Incident Managers – Includes On-scene Incident Commanders, Campus Incident Commanders, University-wide Incident Commanders, and senior leadership from Units tasked with emergency response.
3. Command Staff – Includes middle management from Units tasked with emergency response.
4. General Personnel – Includes operational employees from Units tasked with emergency response.

NIMS courses for each training tracks have been identified below. Emergency Management will identify personnel by category and enter required courses in the ULearn system.

Course Number	Course Title	Number of Hours	Online	Executive Leaders	Incident Managers	Command Staff	General Personnel
IS-700.a	NIMS, An Introduction	2-3	Yes	X	X	X	X
IS-100.HE	Introduction to ICS for Higher Education	2-3	Yes		X	X	X
IS-200.b	ICS for Single Resources and Initial Action Incidents	2-3	Yes		X	X	
IS-800.b	National Response Framework, An Introduction	2-3	Yes		X	X	
ICS-300	Intermediate ICS for Expanding Incidents	24	No		X		
ICS-400	Advanced Incident Command	16	No		X		

**Figure 2 NIMS Training Courses by Category**

## B. Training and Exercise

As part of NIMS compliance, the Office of Emergency Management will periodically exercise the CEMP and associated plans to ensure all plans are actionable and that critical personnel have received the proper training and understand how to implement the plan. As part of the NIMS process, EM will establish a multi-year Testing, Training, and Exercise (TT&E) Program. The program incorporates the three functional areas of testing systems and equipment, training personnel, and exercising plans and procedures. Specific objectives of a TT&E Program are to:

- Validate plans, policies, and procedures.
- Ensure compliance with Homeland Security Exercise and Evaluation Program (HSEEP).
- Ensure personnel are familiar with alert, notification, and response procedures.
- Ensure personnel are sufficiently trained to carry out response operations, duties, and functions.
- Test and validate equipment to ensure both internal and external interoperability.
- Ensure personnel understand the procedures to phase down operations and transition to recovery or normal activities when appropriate.



As required by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 U.S.C. Section 1092(f)), the TT&E program encompasses at least one test of the Emergency Notification Network (ENN) per year, in addition to at least one exercise per year with each Crisis Decision Team (CDT).

### **C. Unit Preparatory Actions**

The UReady Plan is one of the most significant components of preparedness. Each Unit within the University must create their own Continuity of Operations Plan (COOP) within the UReady system, focused on response and recovery issues that are specific to the Unit. Units that perform critical functions in collaboration with other Units should be familiar with and have access to their collaborator's UReady plan.

The highest-ranking leader of each Unit is responsible for the following tasks related to their UReady plan:

- Completing the initial UReady Plan.
- Reviewing, updating and making the UReady Plan “complete” by the December 1<sup>st</sup> deadline every year.
- Maintaining a current Unit Contact List as an attachment in UReady.
- Maintaining current Unit area floor plans as an attachment in UReady.
- Maintaining current Unit Photo Documentation records as an attachment in UReady.
- Maintaining current Unit lists of equipment as an attachment in UReady.

### **D. Public Awareness and Education**

The University community is responsible for familiarizing themselves with emergency management resources, campus emergency procedures, evacuation routes in buildings frequented, notifications systems in place, and emergency contact numbers and devices. Information is available on the UM emergency preparedness website [www.miami.edu/prepare](http://www.miami.edu/prepare).

The University of Miami publishes the *University of Miami Comprehensive Combined Annual Security Report and Annual Fire Safety Report*. This report includes safety information for all campuses, crime statistics, campus evacuation information, and Emergency Notification Network (ENN) information. The latest report can be accessed via the web at [www.miami.edu/asr](http://www.miami.edu/asr).

The University of Miami provides information web pages with answers to frequently asked questions on campus safety and information on the ENN system, services and programs available, and community events and articles. Videos on what to do during specific ENN alerts can be accessed on via the web at [www.miami.edu/enn](http://www.miami.edu/enn).

Emergency Management holds a number of activities designed to raise awareness and educate student populations during National Campus Safety Month and National Preparedness Month, both in September.



## **E. Emergency Guide**

An Emergency Guide has been developed to provide specific action guidelines to the most common types of emergencies encountered on UM campuses. The information in this guide is available through [www.miami.edu/emergency-guide](http://www.miami.edu/emergency-guide), [www.miami.edu/mobile/emergency](http://www.miami.edu/mobile/emergency) (mobile friendly), in the UM Mobile App, and through paper copies.

## **F. Photo-Documentation**

The University's Photo-documentation process is a critical component to Unit level Emergency Preparedness and Recovery, and simply involves taking pictures/video of property and saving the files with proof of purchase documentation in multiple secure locations and formats. Units should verify that photographing select areas do not conflict with other policies, regulations or standards; all of which precede the photo-documentation requirement. In the event property is damaged during a disaster, such as a hurricane, Photo-documentation may be the only way to assure replacement and reconditioning through the Federal Emergency Management Agency's (FEMA) reimbursement programs. Each unit is responsible for completing their own Photo-documentation process annually.

Photo-documentation should include the following:

- Broad-angle pictures / video of all departmental space.
- Close up pictures / video of very valuable or unique equipment.
- Exterior and interior pictures / video of all departments owned, leased / rented, operated vehicles.

The picture/video files should be labeled according to the room number or location in which they were taken and assembled into one large document. The document should then be:

- Stored on thumb drives, network drives, or other secure media that is redundant.
- Uploaded to the Unit UReady plan ([www.miami.edu/uready](http://www.miami.edu/uready)).
- Printed out and kept in multiple on and off-site locations.

For more information see the Photo-Documentation Process document located on the UReady website [www.miami.edu/uready](http://www.miami.edu/uready) or contact risk management at [riskmanagement@miami.edu](mailto:riskmanagement@miami.edu).

## **G. Resources / Supplies**

The University has contracts with suppliers used on a day-to-day basis and would use those to obtain most needed supplies in anticipation of an impact from a disaster or emergency incident. The University has also developed a system to order palletized supplies from Grainger in preparation for an incident such as a hurricane.



## H. StormReady

StormReady is a community preparedness program that encourages preparedness for severe storms. The program, sponsored by the National Weather Service (NWS), issues recognition to communities and sites across the country that demonstrate severe weather readiness and helps communities with the communication and safety skills needed to save lives and property before and during weather events. The program is voluntary, and provides communities with clear-cut advice from a partnership with the local NWS Office, state and local emergency managers, and the media, and helps community leaders and emergency managers strengthen local safety programs. University of Miami was designated as StormReady on May 27, 2014. More information about the University's StormReady designation and how it prepares for hazardous weather can be accessed via the web at [www.miami.edu/stormready](http://www.miami.edu/stormready).

## XI. Command and Control

The University of Miami has adopted the National Incident Management System (NIMS)/Incident Command System (ICS) as its on-scene incident command structure, its campus-level command post structure, and as a hybrid-component to its Emergency Operations Center (EOC) structure. As such, a working knowledge of NIMS/ICS principles by all response personnel is required. ICS is a standardized, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Enables a standard coordinated response among various Units, jurisdictions and functional agencies.
- Establishes common processes for planning and managing resources.

In accordance with NIMS/ICS, incident response command and control structures will be composed of three command staff positions and four functional areas called "sections", all overseen by an Incident Commander. Not all positions or sections must be utilized, and one person or Unit may function in multiple positions and sections. The command staff positions are as follows: Safety Officer, Public Information Officer, and Liaison Officer. The four functional sections are as follows: Operations, Planning, Logistics, and Finance/Administration.

### A. Incident Command System (ICS) Positions

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



- **Safety Officer**  
The Safety Officer monitors conditions and develops measures for assuring the safety of all personnel. The Safety Officer is responsible for advising the Incident Commander on issues regarding incident safety, conducting risk analyses, and implementing safety measures.
- **Public Information Officer (PIO)**  
The Public Information Officer serves as the conduit for information to internal and external stakeholders, including the media, the public, and anyone else who wants information about the incident. Accurate information dissemination is essential.
- **Liaison Officer**  
The Liaison Officer serves as the primary contact for supporting agencies assisting at an incident. Additionally, the Liaison Officer responds to requests from incident personnel for contacts among the assisting and cooperating agencies, and monitors incident operations in order to identify any current or potential problems between response agencies.
- **Operations Section**  
The Operations Section is responsible for developing and implementing strategy and tactics to accomplish the incident objectives. This includes organizing, assigning, and supervising all the tactical or response resources assigned to the incident. Additionally, if a Staging Area is established, the Operations Section manages it.
- **Planning Section**  
The Planning Section oversees the collection, evaluation, and dissemination of operational information related to the incident. This includes preparation and dissemination of the Incident Action Plan (IAP), as well as tracking all incident resources. The Planning Section helps ensure responders have accurate information and provides resources such as maps and floor plans.
- **Logistics Section**  
The Logistics Section is responsible for providing facilities, services, and material support for the incident. During an incident, Logistics is responsible for ensuring the well-being of responders by providing sufficient food, water, and medical services, in addition to arranging communication equipment, computers, transportation, and other resources.
- **Finance/Administration Section**  
The Finance/Administration Section is responsible for all of the financial and cost analysis aspects of an incident. These include contract negotiation, recording personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the incident, and keeping a running tally of the costs associated with the incident.

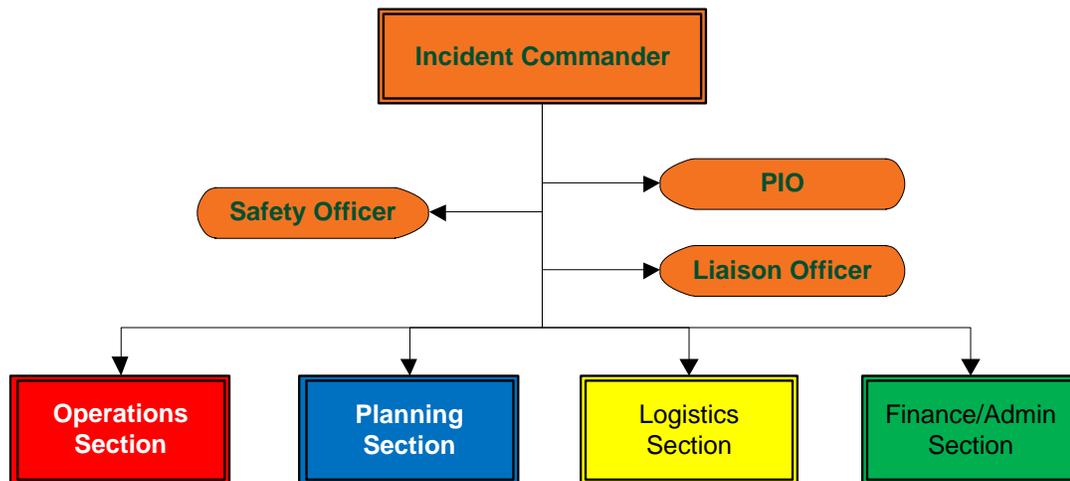


Figure 3 ICS

## B. On-Scene Incident Command

On-Scene Incident Command is responsible for incident response tactics and operations in their most acute and direct sense. In accordance with ICS, the emergency/disaster incident response begins at the on-scene (local) level. Based on the scope of the incident, the response may be expanded, contracted, or maintained as needed.

**If an incident is of a small scope** and response requires a level of assets or expertise that is available at the Unit or local level:

- An On-Scene Incident Command will be established in accordance with ICS.
- The most qualified on-scene responder will generally assume the role of On-Scene Incident Commander.
- If the incident may cause significant effects on any area of campus operations, it is the responsibility of the On-Scene Incident Commander to notify the Campus Emergency Management authority or designee.

Examples of a small scope incident include a simple traffic accident, a small water pipe break with single office damage, or loss of a server backed-up off-site.

When the scope of the incident expands beyond immediately available resources, the Campus Crisis Decision Team may be activated to support coordination across response entities.

## C. Crisis Decision Team (CDT)

The structure created by the Comprehensive Emergency Management Plan (CEMP) supports two levels of CDT; a campus level and a University-wide level. CDTs can meet in person or virtually.



## **1. Campus Crisis Decision Team (CDT)/ Campus Command Post**

Should the incident be more complex or require resources beyond the access of the on-scene first responders, the Senior Campus EM authority or designee will be notified and the Campus CDT/Campus Command Post activated.

Each Campus' CDT/Command Post is composed of the senior-most leadership within the most significant Units on campus, and possibly other experts who are requested to join the Campus CDT on a case-by-case basis. The President/Campus Dean or designee will assume the role of the Campus Incident Commander. A Campus CDT/Command Post is only activated for incidents which have at least some significance to their scope. When activated, the Campus CDT/Command Post is responsible for centralized coordination and communications, major policy and campus-level decision making, information sharing, resource request management, and provision of broad direction and support to the On-Scene Incident Command. Likewise, On-Scene Incident Command will seek guidance and approval from the Campus Command Post/Campus CDT as needed.

Examples of Campus Command Post/Campus CDT activities include, but are not limited to, coordination of closing the campus, emergency communications to the campus population, requesting response from disaster vendors, and the ordering of high-priced emergency assets such as a large portable generator.

**If an incident is of a medium scope** and response requires a level of assets or expertise that is available at the Unit, campus, local or state level:

- An On-Scene Incident Command will be established in accordance with ICS.
- The Campus Command Post/Campus CDT will be activated. Generally the Campus Incident Commander will be a campus Emergency Management authority or designee. The Campus Command Post/Campus CDT is responsible for providing (C2I) coordination, communications and information sharing with key stakeholders.
- If the incident may cause significant effects on any area of University-wide operations, it is the responsibility of the Campus Command Post/Campus CDT to notify the Office of Emergency Management (OEM). OEM may activate the University Emergency Operations Center (EOC)/University CDT as deemed necessary.

## **2. University Crisis Decision Team (UCDT)**

If the campus does not have sufficient resources to respond to the incident, or the incident spans multiple campuses, the University Crisis Decision Team (CDT) will be activated. If the University CDT determines the University Emergency Operations Center (EOC) should be activated, the University of Miami Office of Emergency Management Director or designee will be the University EOC Incident Commander.



The University CDT is composed of a pre-identified group of senior most University-wide leaders as defined by the University’s table of organization, and possibly other subject matter experts requested on a case-by-case basis.

- President
- Provost
- Dean Medical
- Dean RSMAS
- VP Communications
- VP of HR
- Campus Safety
- VP Student Affairs
- VP Facilities
- VP of IT
- General Counsel
- Advancement
- Finance and Treasury
- Athletics

The University CDT is responsible for directing emergency actions, campus closings, notification to the University community, etc. in crisis situations. The University CDT will conduct emergency in-person or conference call meetings to determine the most appropriate course of action. Team members or alternates are on-call at all times. A list of the CDT members is available in the *Attachments* section. University CDT meetings will generally occur before Campus CDT meetings to make high-level University-wide decisions that will then affect Campus level decisions.

The following figure shows the organizational structure for response to disasters and emergency incidents and the relations of the Campus CDT and University CDT in the response process.

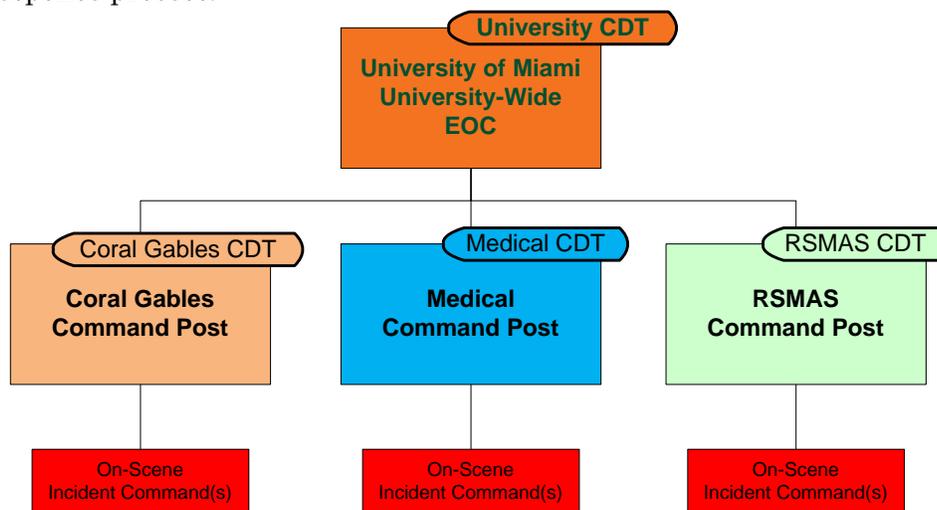


Figure 4 Organizational Authority



### 3. Emergency Operations Center (EOC)

The University Emergency Operations Center (EOC) is a command and control function staffed by University Crisis Decision Team (CDT) members, in addition to a multitude of other leaders from across all the University's campuses who are responsible for Emergency Support Functions (ESFs). It is only activated for the largest and most significant incidents, which far exceed the response and recovery capabilities of a single campus. When activated, the University EOC/University CDT is responsible for centralized coordination and communications, major policy-level decision-making, information sharing, resource request management, and provision of broad support to Campus Command Posts.

**If an incident is of a large scope** and response requires a level of assets or expertise that is available at the Unit, campus, University, local, state or federal level:

- An On-Scene Incident Command will be established in accordance with ICS.
- The campus Command Post/Campus CDT will be activated. Generally the Campus Incident Commander will be a campus Emergency Management authority or designee. The Campus Command Post/Campus CDT is responsible for providing (C2I) coordination, communications and information sharing with key stakeholders.
- The University Emergency Operations Center (EOC)/University CDT will be activated. The Director of the University of Miami Office of Emergency Management (OEM) or designee will be the University EOC Incident Commander. The role of the University EOC/University CDT is to provide (C4I) command, control, coordination, communications, and information sharing with key stakeholders. The University EOC/University CDT will provide resources to the other campuses as requested by their campus Command Post/Campus CDT. The University EOC/University CDT will NOT supersede the authority of Campus Command Post/Campus CDT to direct campus specific response and recovery operations.
- The University EOC Incident Commander will seek guidance and approvals, as needed, from the University CDT.

The below figure visually depicts the overall command and control structure of the University, inclusive of the relationship between the University EOC/University CDT, the Campus Command Posts/Campus CDTs, and the Campus On-Scene Incident Commands.

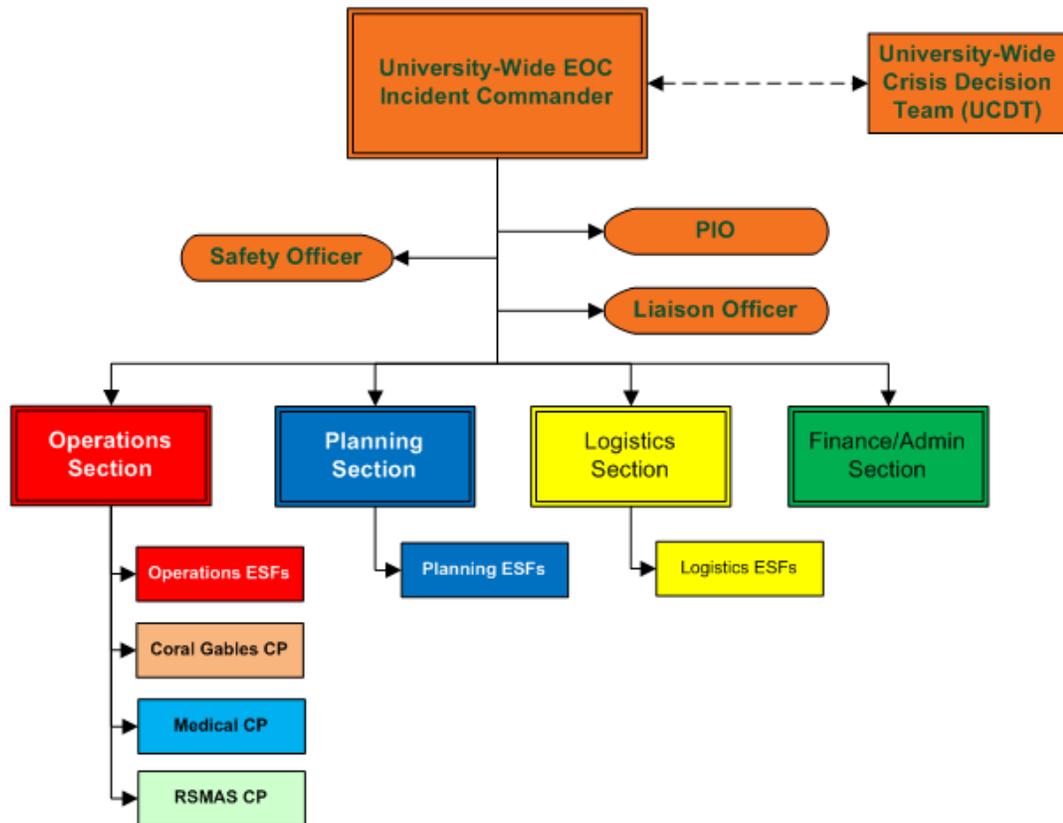


Figure 5 EOC Organization Chart

#### 4. Emergency Support Functions (ESFs)

ESFs provide the structure for coordinating inter-unit support for response to an incident. They are mechanisms for grouping functions most frequently used to provide support to disasters and emergencies.

ESFs are typically assigned to a specific section in the EOC or in the Campus Command Post, but for management purposes, resources may be assigned anywhere within UM. Regardless of the section in which an ESF resides, that entity works in conjunction with other sections to ensure that appropriate planning and execution of missions occur.



The below figure shows the ESFs' relationship to the EOC organizational structure.

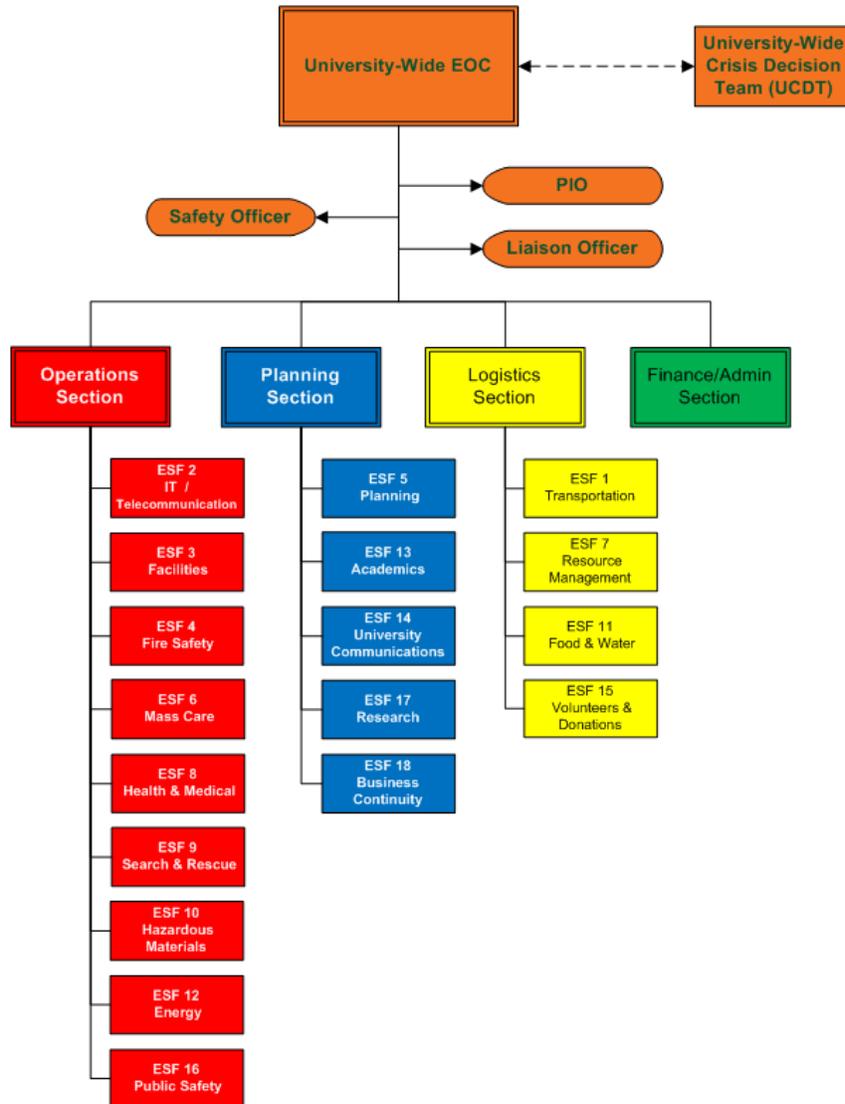


Figure 6 EOC Organization with ESFs

ESF	SCOPE
ESF 1 Transportation	<ul style="list-style-type: none"> <li>• Transportation Safety</li> <li>• Restoration/recovery of transportation infrastructure</li> <li>• Traffic Control</li> </ul>
ESF 2 Information Technology / Telecommunications	<ul style="list-style-type: none"> <li>• Coordination with telecommunications and information technology</li> <li>• Restoration and repair of telecommunications infrastructure</li> </ul>



	<ul style="list-style-type: none"> <li>• Protection, restoration, and sustainment of University cyber and information technology resources</li> </ul>
ESF 3 Facilities	<ul style="list-style-type: none"> <li>• Infrastructure protection and emergency repair</li> <li>• Infrastructure restoration</li> <li>• Engineering services and construction management</li> </ul>
ESF 4 Fire Safety	<ul style="list-style-type: none"> <li>• Coordination of fire safety and prevention activities</li> </ul>
ESF 5 Planning	<ul style="list-style-type: none"> <li>• Coordination of incident management and response efforts</li> <li>• Issuance of mission assignments</li> <li>• Resource and human capital</li> <li>• Incident action planning</li> <li>• Financial management</li> <li>• Emergency management</li> </ul>
ESF 6 Mass Care	<ul style="list-style-type: none"> <li>• Mass Care</li> <li>• Emergency assistance</li> <li>• Disaster housing</li> <li>• Human services</li> </ul>
ESF 7 Resource Management	<ul style="list-style-type: none"> <li>• Resource support (facility space, office equipment and supplies, contracting services, etc.)</li> </ul>
ESF 8 Health & Medical	<ul style="list-style-type: none"> <li>• Public health</li> <li>• Medical</li> <li>• Mental health services</li> <li>• Mass fatality management</li> <li>• Medical Reserve Corps (MRC) – University of Miami Response Team (UMRT)</li> <li>• Medical Counter Measures (POD)</li> </ul>
ESF 9 Search & Rescue	<ul style="list-style-type: none"> <li>• Search and Rescue Liaison with Fire Safety</li> <li>• CERT</li> </ul>
ESF 10 Hazardous Materials	<ul style="list-style-type: none"> <li>• Hazardous materials (chemical, biological, radiological, etc.) response</li> <li>• Environmental cleanup</li> </ul>
ESF 11 Food & Water	<ul style="list-style-type: none"> <li>• Emergency provision of food and water</li> </ul>
ESF 12 Energy	<ul style="list-style-type: none"> <li>• Energy infrastructure assessment, repair, and restoration</li> <li>• Utilities coordination liaison</li> </ul>
ESF 13 Academics	<ul style="list-style-type: none"> <li>• Recommendations on restoring class schedules</li> <li>• Decisions on short- and long-term closures</li> <li>• Coordinate facility use for reconstituted classes</li> </ul>
ESF 14 University Communications	<ul style="list-style-type: none"> <li>• Emergency public information and protective action guidance</li> <li>• Media and community relations</li> </ul>



ESF 15 Volunteers & Donations	<ul style="list-style-type: none"> <li>• Coordinate resource donations</li> <li>• Coordinate volunteer registration and assignment</li> </ul>
ESF 16 Public Safety	<ul style="list-style-type: none"> <li>• Facility and resource security</li> <li>• Security planning and technical resource assistance</li> <li>• Public safety and security support</li> <li>• Support to access, traffic, and crowd control</li> </ul>
ESF 17 Research	<ul style="list-style-type: none"> <li>• Coordinate resumption of research activities</li> <li>• Assign priority to research restoration and facility assignment</li> </ul>
ESF 18 Business Continuity	<ul style="list-style-type: none"> <li>• Coordinate COOP activities with disaster/emergency incident response and recovery</li> </ul>

An Emergency Support Function Standard Operating Procedure (SOP) Template has been created to assist ESF Lead Agencies with developing SOPs to use during response to disaster incidents and emergencies.



## XII. Response

### A. Incident Types

UM classifies all incidents on a five type scale from minor emergency incidents, handled locally with UM resources, to catastrophic incidents requiring all available UM resources as well as local, state, and federal resources.

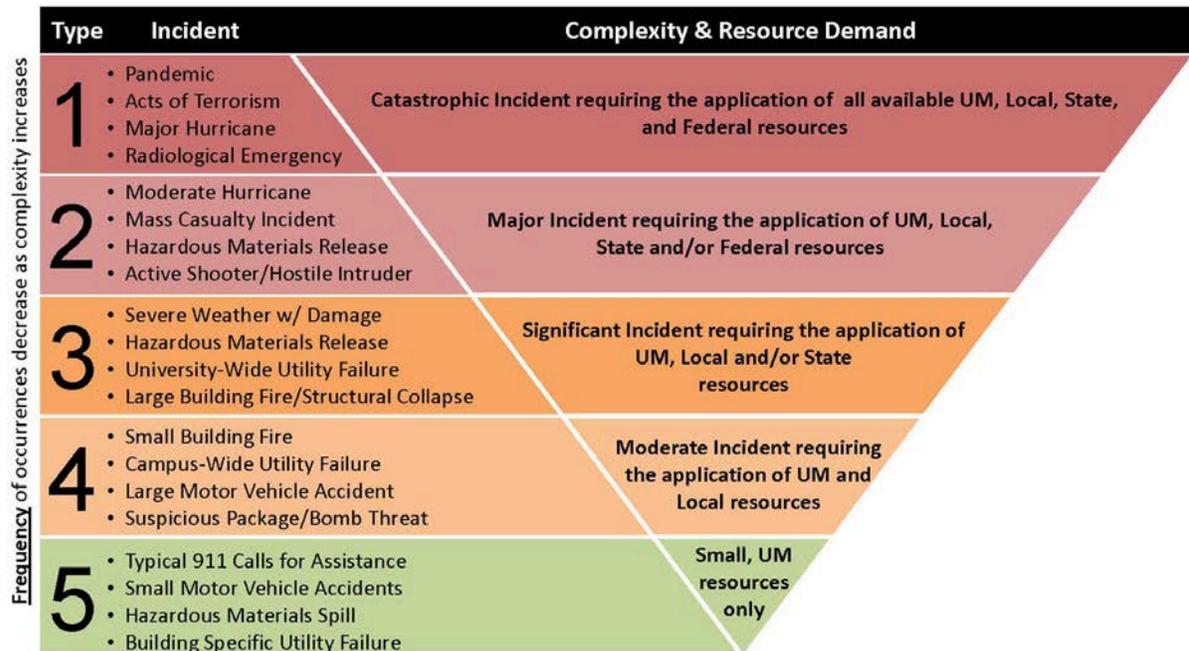


Figure 7 University of Miami Incident Types

### B. Priorities

The response structure created by the CEMP will ensure resources are tasked to the most critical response functions first. Resources will be allocated based on the four response priorities listed below in order of importance:

- Priority 1: Life Safety
- Priority 2: Protection of University Assets and Facilities
- Priority 3: Maintain or Reconstitute Critical University Services
- Priority 4: Restoration Of All University Operations

### C. Emergency Declaration

The University President or designee has the authority to declare a University-Wide State of Emergency. The declaration and all associated directives and instructions will be conveyed to deans and vice presidents via text, email, telephone, or through a general coordination meeting. Vice presidents and deans will forward all declarations, directives, and instructions to their associated Units. Should the disaster or emergency incident be localized to a single campus, the Campus Dean also has the authority to declare a Campus State of Emergency.



## **D. Notification and Warning**

### **1. Emergency Notification**

Once an emergency threatening the health or safety of the campus community is confirmed by Public Safety personnel, an Emergency Notification Network (ENN) alert is sent University-wide to all students and employees. The Campus CDT assists in the threat assessment process and determines if an ENN alert is warranted for emergencies that don't pose an immediate threat to the campus community.

### **2. Situational Awareness**

#### **a. Pending Threat**

Upon notification of a pending threat to the University, Emergency Management (EM) will begin to collect and disseminate information. The information will be shared with University leadership and necessary members of the University community. This may include preparedness steps, class cancellation schedules, evacuation timelines, or other information as deemed important.

#### **b. Impact**

Once a disaster or emergency incident has occurred, Emergency Management will provide real-time information to ensure the safety and security of students, faculty, staff, and visitors during the incident. This might include Shelter-In-Place instructions, evacuation instructions, safety and security steps to be taken immediately, and the all-clear when the incident is over or has been contained. Information will also be provided to CDTs to allow timely and accurate response decisions during crisis situations.

#### **c. Post-Impact**

After a disaster or emergency situation has passed or been contained, Emergency Management will provide real-time information to all University populations on response operations, recovery steps, and re-entry timelines. EM will continue to keep the CDTs informed to ensure effective continued response and recovery to the disaster or emergency incident. This might include all-clear to exit buildings after a hostile intruder situation or the all-clear to re-enter buildings after a fire alarm or other incident. Emergency Management will continue to collect information regarding the incident and disseminate it to the proper populations to ensure continued response and recovery operations.



## **E. Protective Actions**

### **1. Evacuation**

University of Miami Public Safety officials have the authority to order the evacuation of buildings or select areas. An evacuation of a building does not automatically result in the cancellation of classes or the closing of all or part of the campus. Should an evacuation of a building significantly affect the ability to reconvene normal operations, a separate approval to cancel or close a portion or all of a facility may be required following established policies. Any absences resulting from closures will be handled in accordance with University leave policies and procedures.

A campus-wide evacuation will place considerable strain on public transportation and transportation infrastructure. When possible, the evacuation will be coordinated with local and County EM authorities.

### **2. Shelter-In-Place**

Shelter-In-Place is the immediate securing of students, faculty and staff in the building they are currently occupying. University of Miami Public Safety officials have the authority to order persons in select buildings or areas to Shelter-In-Place. Shelter-In-Place orders may also be issued by local or County authorities, based on geographical location of the incident and campuses, and will be supported by the University.

### **3. Temporary Closures**

Temporary closure means cancellation of all non-essential functions and events until further notice. Each Campus CDT has the authority to close its campus, satellite locations, or specific facilities in response to an incident or threat. The University CDT has the authority to close the University as a whole in response to an incident or threat. The length of closure will be based on the type of incident, severity, and any damage to campus facilities.

Only essential personnel should remain on campus unless they are ordered to leave by Campus Public Safety, Campus CDT, or local emergency response agency personnel. This protective action is aimed to keep students, faculty, staff, and visitors safe by keeping them out of the hazard area and away from emergency response operations.

## **F. Emergency Operations Center (EOC) Activation**

When a determination by the University CDT is made that the EOC should be activated, there are 3 levels of activation that may be used. EM continually monitors local and regional situations, incidents, and information that might affect the University. Should a threat become imminent, the proper Command Post(s) and EOC will be activated.



**1. Level III Monitoring Specific Threat**

EM and the University CDT will monitor the situation while leaving command for the response with the Campus Command Post, Campus Emergency Management, and the Campus CDT.

**2. Level II Partial Activation**

Select components/Emergency Support Functions (ESFs) of the EOC are activated to provide resources and response assets to the affected campus and to monitor the situation and provide information to the University CDT and key stakeholders.

**3. Level I Full Activation**

The EOC, EM, and the University CDT will provide coordination of all response activities, communication between all University elements, and information sharing with key stakeholders.

**G. Resource Request Process During Declared Emergencies**

During day-to-day emergencies resource requests will be filled through existing contracts or mutual aid agreements. When the University of Miami is under a declared state of emergency, all resource requests will be initiated by the on-scene Incident Commander and then sent to the Campus Command Post. If the Campus Command Post is unable to fill the resource request, then it will be forwarded to the Coral Gables Divisional Emergency Operations Center (EOC) or Miami-Dade County EOC.



The following flow chart illustrates the resource request process during declared emergencies.

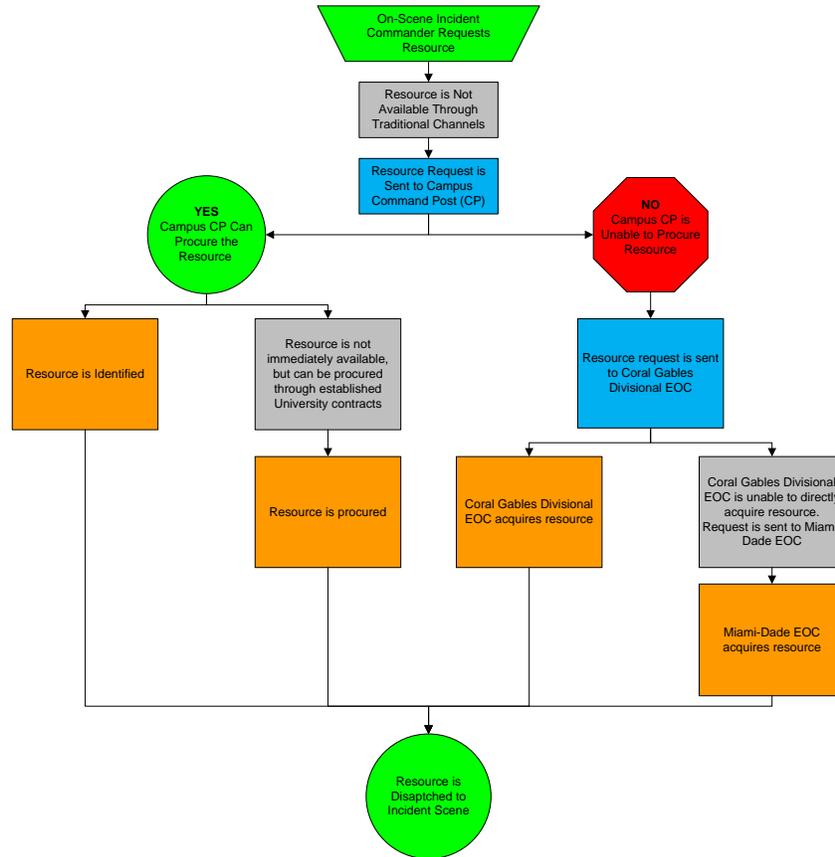


Figure 8 Resource Request Process During Declared Emergencies

## H. University-Wide Volunteer Support

### 1. ‘Canes Emergency Response Team (CERT)

CERT is the student-composed and led emergency response team at the University of Miami. CERT is based on the community emergency response team model developed by Federal Emergency Management Agency (FEMA). CERT is activated during large-scale disasters affecting the University, but when requested may support response in other areas.

### 2. Miami-Dade County Medical Reserve Corps – University of Miami Response Team (MDCMRC-UMRT)

UM and the Miami-Dade County Health Department entered into an agreement creating Miami-Dade County Medical Reserve Corps (MRC) University of Miami Response Team of volunteers for emergency response to local, state, and federal disasters. The agreement is controlled under Memorandum of Understanding (MOU) #13B14 signed on October 20, 2011. The MOU defines the terms and



conditions of the agreement and spells out the responsibilities of both UM and its MRC personnel and the Miami-Dade County Health Department.

## **I. Damage Assessment**

Deans, vice presidents, and department heads are responsible for assessing the extent of damage, if any, to the workspaces of their Unit. A Preliminary Damage Assessment form (see Campus Emergency Operating Plans (EOP) Attachments) should be completed by the Emergency Response Team leader (or designee) as soon as practical after the disaster to pre-identify damages in their area of responsibility. The purpose of this form is to provide Facilities Administration with a starting point for repairs; in general, this form should be completed and turned in immediately.

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

For additional information on reimbursement of damaged equipment and facilities see the Reimbursement Section below.

## **XIII. Recovery**

Recovery involves steps taken to return to normal operations after a disaster or emergency incident. Some areas and Units of the University may have transitioned to recovery while others are still in the response phase. The transition to recovery should not be delayed because other areas have not completed response operations, except in the case where the same resource(s) is needed by Units that are still in response and those transitioning to recovery. In this case, response requirements precede those of units in recovery.

### **A. UReady Continuity Plans**

UReady is an online planning tool ([www.miami.edu/uready](http://www.miami.edu/uready)) used to develop and store Unit Continuity Plans. The UReady site has a section of user tools to make the planning process as easy as possible. All Units are required to develop a UReady plan. Plans must be updated annually within the UReady System by December first.

### **B. Short-Term Recovery**

The short-term recovery phase immediately follows the disaster or emergency incident and entails efforts to restore the critical functions.

#### **1. Re-Entry (ID and Access Control)**

During an incident or disaster event, official University/Campus issued ID Cards/Badges will be used as the sole means for identification and access to University facilities and property by students, faculty, and staff. No access will be



granted to students, faculty, and staff without an official University/Campus issued ID Cards/Badges. All vendors and contractors working on-campus during an emergency must be uniformed or display company identification.

## **2. Reunification (Recover Miami)**

The Recover Miami website (<https://recover.miami.edu>) provides a place for the students, faculty, and staff to check-in with the University after an incident. The website is designed to capture critical information such as location, contact information, and status.

This website is NOT an emergency assistance tool. Information is collected to assist in broad recovery efforts and is not intended to substitute for direct communication with family, colleagues, supervisors, or emergency organizations. All personnel must call 911 for emergency assistance, and must contact their supervisor for specific information.

Faculty, and staff must provide and update contact information identifying the location where they intend to take refuge prior to a disaster by visiting the myUM site at <https://myum.miami.edu>. Students must provide their emergency contact information via CaneLink at <https://canelink.miami.edu>.

## **3. Debris Removal**

Disasters cause a significant amount of debris to accumulate in and around the impacted area and especially on public and private roadways. Debris removal is a critical task that must be accomplished before normal University operations can resume. The University of Miami is responsible for debris removal from campus roadways and other private areas in and around each campus. To facilitate this process, the University has established contracts with debris removal and monitoring companies. Miami-Dade County and municipalities are responsible for debris clearance on public roadways within their jurisdiction.

## **4. Restoration of Critical Functions**

UReady captures the critical functions identified by each Unit, the needs associated with resumption, and the recommended means to restarting.

## **5. Repairs**

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



## **6. Temporary Relocations**

Disasters may cause certain facilities to be unusable. When necessary, alternate work locations will be identified for Units whose permanent locations are unusable as a result of damage sustained during a disaster.

## **7. FEMA Tracking**

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

## **8. Psychological First Aide**

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

### **C. Long-Term Recovery**

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

#### **1. Permanent Repair, Demolition and Reconstruction of Facilities and Infrastructure**

A disaster may render certain buildings or facilities uninhabitable. Long-term closure, demolition, and reconstruction of impacted facilities will be coordinated by the Real Estate and Facilities Division. Units in affected locations may be permanently moved.

#### **2. Long-Term Closures**

Long-Term closure would only be initiated in the case of severe damage to a significant portion of campus facilities. In such an instance, specialized plans will be developed and executed. Decisions for long-term closure would be made by University leadership after careful consideration of the situation and options available.

#### **3. Post Disaster Redevelopment**

The University of Miami is actively engaged in countywide post-disaster redevelopment planning efforts. This initiative has identified policies, operational strategies, roles, and responsibilities that will guide decisions that affect long-term recovery and redevelopment of the community following a catastrophic disaster.



## **D. Reimbursement**

If the incident is a declared disaster (by US Presidential declaration), the University may be eligible for financial reimbursement for damages sustained during the disaster. Reimbursement may come from local, state, or federal grant and support programs.

Several types of expenses may be eligible for reimbursement and include:

- Force Account Work – this includes cost for University personnel time (payroll) used in response and recovery operations
- Force Account Equipment – this includes University owned equipment used in response and recovery operations
- Materials and Supplies – includes materials and supplies used in response and recovery operations, whether used from stock or purchased
- Contract Work – includes eligible work performed by contractors (includes UGL-UNICCO, BELFOR, and any other post disaster contracts)

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

- Category A: Debris Removal
- Category B: Emergency Protective Measures
- Category C: Roads and Bridges
- Category D: Utilities Water Control Facilities
- Category E: Buildings and Equipment
- Category F: Utilities
- Category G: Parks, Recreational Facilities, and other Facilities

### **1. FEMA**

Risk Management is responsible for coordinating data collection from all Units, auditing all documentation received, and completion and submission of FEMA claim forms.

The importance of proper and accurate documentation at the Unit level cannot be overemphasized. Detailed recordkeeping must be initiated by every Unit when disaster or emergency incident preparation begins. This allows for information to be collected as it occurs and also allows for faster reimbursement after the event. After the work is done, it is virtually impossible to retroactively complete the necessary documentation. The University could lose considerable FEMA funding if claims cannot be fully justified.

More detailed information on the claims process may be found in the individual Campus Emergency Operations Plans (EOPs).



## XIV. Information Collection and Analysis

This section outlines the types of information collected and how information is disseminated to University populations before, during, and after a disaster or emergency incident.

### A. Emergency Contact Information – myUM

Faculty, and staff must keep all their emergency contact information up-to-date within their myUM profile, accessible at <https://myum.miami.edu>. Students must keep their emergency contact information updated via CaneLink at <https://canelink.miami.edu>.

#### 1. Data Warehouse

All contact information entered by all University personnel into myUM is saved within the “Prepare” Data Warehouse. Each Unit’s primary Human Resources representative/liaison has access to the “Prepare” Data Warehouse, and should download an Excel file with the contact information for all personnel in the Unit bi-annually. This file can serve as the Unit contact tree.

##### a. Units Telephone Lists

The leadership of each Unit within the University must direct all their personnel to update their contact information in myUM and also create a Unit emergency contact tree annually. The Unit contact tree must be uploaded into UReady. A template is available through the following website, but the contact tree may be in any format:

<https://www6.miami.edu/realestate-planning/OfficeEmergencyManagment/UReady/UserTools/EmergencyListandTreeTemplate03212011.pdf>

### B. Day-to-Day

During day-to-day operations, Emergency Management monitors local weather conditions, developments, and other services to ensure a complete operational picture of the University and surrounding communities. Additionally, there is regular monitoring of homeland security advisories; higher education emergency management listservs; and relevant trends, information, and intelligence across campuses. Emergency Management also works with partners to provide preparedness and safety information to the community and University partners and assists in developing emergency preparedness plans and mitigation projects.



## XV. Communications

Communications is one of the most vital aspects to every phase of emergency management. The University of Miami maintains a number of communications systems to ensure redundant, interoperable communications.

During an emergency/disaster:

- Communications systems may be damaged or destroyed, causing partial or complete failure.
- Infrastructure and utility services related to communications may be unavailable.
- University community members may be displaced, stranded, lost, or have unknown whereabouts, and need to communicate such with the University.
- A large portion of the operational workforce may be unable or unwilling to report to work, and need to communicate such with the University.

This section is an overview of notification responsibilities before, during, and after a disaster or emergency incident. It also reviews the major communications tools available to provide alerts, warning, and emergency information and instructions to University populations.

### A. Timely Warnings

UM has developed a Timely Warning Policy intended to aid in the prevention of crimes posing a serious or continued threat to the University community. In accordance with the Clery Act, the University of Miami will keep the campus community informed by providing timely warning of crimes occurring on or near campus that represent a serious or continued threat to students and employees, once reported to the University public safety departments, as specified in the Clery Act – 20 USC 1092. For a more detailed explanation see the Timely Warning Policy (<https://umshare.miami.edu/web/wda/policieshr/TimelyWarningPolicyStatement022412.pdf>).

### B. Emergency Notification Network (ENN)

Taking into account the safety of the community, the University of Miami will immediately notify the campus community upon confirmation of a significant emergency or dangerous situation involving an immediate or continued threat to the health or safety of students or employees occurring on any of the University's campuses.

The University of Miami Emergency Notification Network (ENN) is a comprehensive communications solution composed of multiple systems and policies used to provide rapid community notification of significant emergencies or dangerous situations involving an immediate threat to the health or safety of students or employees occurring on the campus. The system provides emergency notification (information) through multiple communication mediums, which include, but may not be limited to:

- Text messages
- Voice Messages



- Emails
- Social Media: Facebook, Twitter & RSS Feed
- Website Announcements
- Emergency Information Hotline Messages

The ENN is configured in such a manner as to allow for select mediums to be utilized in situations where the use of all mediums is deemed inappropriate. Whenever any ENN medium(s) are utilized, there will be no selection or distinction in target population. All students and employees on all campuses will be included.

Faculty and staff must provide and update their emergency contact information through the myUM website at <https://myum.miami.edu> using the “Personal, Address and Emergency/Evacuation Information” link under Personal & Biographical Info to receive alerts on their cell phones. Students must keep their emergency contact information updated via CaneLink at <https://canelink.miami.edu>. A system-wide test of the ENN is conducted at least annually, usually in the fall semester, in compliance with Clery Act requirements.

## **C. Public Information**

The Public Information Officer (PIO) is responsible for providing public information to the students, faculty, staff, the general public, and media outlets, before, during, and after a disaster or emergency incident. University Communications will provide a PIO. The PIO provides information to the public relating to protective actions, status of emergency conditions, availability of shelter and emergency services, measures for public health and welfare, information concerning emergencies and their threats, and information concerning needed volunteer goods and services. The PIO is also responsible for coordinating the identification of a central point of contact for the media.

## **D. External Communication Tools:**

### **1. Social Media**

UM maintains emergency notifications sites on the following social media sites to provide emergency information and protective actions to students, faculty, and staff in a timely manner. Messages to both Facebook and Twitter are initiated through the ENN notification system.

Facebook ([www.facebook.com/UMiamiENN](http://www.facebook.com/UMiamiENN))

Twitter ([www.twitter.com/UMiamiENN](http://www.twitter.com/UMiamiENN))

RSS ([www.getrave.com/rss/miami/channel1](http://www.getrave.com/rss/miami/channel1))

### **2. University List Servers (Listserv)**

UM maintains a number of list servers (Email List) for use by students, faculty, and staff on a regular basis. These list servers could be used during a disaster or emergency incident to provide various groups or campus populations with notifications, warnings, protective actions, and other information.



### **3. Emergency Information Hotline (800-227-0354)**

The University maintains a hotline to provide pre- and post-incident information.

### **4. UMiami Mobile App**

The UMiami Mobile App can be downloaded to most mobile devices ([www.miami.edu/mobile](http://www.miami.edu/mobile)). The App provides a wide range of University-specific information including emergency contact numbers, maps, directories, as well as any active ENN messages. If users cannot or do not want to download the entire app, they can access the same emergency information directly from the mobile friendly website ([www.miami.edu/mobile/emergency](http://www.miami.edu/mobile/emergency)).

### **5. Amateur (HAM) Radio**

The University has established ham radio policies to provide guidelines for Emergency Amateur (Ham) Radio Operations. It officially recognizes the UM and UMH Amateur (Ham) Radio Clubs, which are responsible for overseeing the UM Amateur (Ham) Radio Stations. The University call sign for Ham radio operations is K40UMH.

The University's Amateur (Ham) Radio Station equipment may be utilized by authorized personnel for official emergency communications when usual communication mediums are unavailable, overwhelmed, or non-operational. It may also be utilized for official training and pre-approved UMH Amateur (Ham) Radio Club activities. Use will be in accordance with applicable government laws and regulations, the procedures set forth in this policy, and any other University policies that direct ham radio operations.

For additional information see the University of Miami Miller School of Medicine / UHealth Campus SOP A-042 Emergency Amateur (HAM) Radio Operations.

### **6. WVUM (90.5 FM) Radio**

EM has an agreement with WVUM to allow emergency information to be distributed via the radio system. Additionally, EM may assume operational control, once the staff has been evacuated, to continue to provide real-time updates.

### **7. Television Emergency Alert System (EAS)**

All cable television feeds on the Coral Gables and Medical Campuses have an emergency alert system that may be used to play prerecorded messages or to provide emergency information in a real-time setting. The system is administered by EM and may be activated at any time as needed. The system is supported by redundant power sources and should be available throughout the campus as long as there is power available to the receiving set.



## 8. Website

**The University of Miami Website Banners:** During an emergency at the University of Miami, the main University website, and all corresponding pages, will include prominent banners linking you to the ENN page for more detailed information.

**Emergency Preparedness Webpage:** The Emergency Preparedness webpage is the official source for the most up-to-date emergency information and announcements. University officials may post details regarding the emergency, protective action recommendations, and official announcements regarding cancellations, closures, etc.

## E. Internal Communication Tools:

### 1. Conference Bridges

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

### 2. GETS & WPS

The Government Emergency Telecommunications Service (GETS) is a capability developed to improve call completion over public landline telephone networks. It is intended to be used in an emergency or crisis situation when the public switched telephone network (PSTN) is congested and the probability of completing a normal call is reduced.

WPS is the Wireless Priority Service. During emergencies, cellular providers can experience congestion in their networks, severely curtailing the ability to use cellular services. To facilitate completion of critical calls during these high usage events, WPS gives authorized emergency personnel priority cellular access before subscribers who do not have WPS. Personnel requesting WPS must agree to an additional charge prior to a WPS code being provided.

For more information see GETS Policy EM-06 and UMSD-A-037.

### 3. Webinar

UM maintains webinar portals for use in teleconferencing, remote classrooms, and other situations requiring both voice and video capabilities. During disasters or emergency incidents, Emergency Management could use the webinar capability for coordination and information sharing.



#### **4. Satellite Phones**

UM has portable satellite phones that may be distributed if cell and/or landline communications fail during an event. There are also hard-wired satellite phones located on the Coral Gables and Medical Campuses. Portable satellite phones are not activated until a credible threat to one or more of the campuses has been identified or in response to an incident that has already taken place. Hardwired and permanently distributed satellite phone numbers may be found in Attachment 5, Emergency Management Phone List.

#### **5. WebEOC**

The Miami-Dade County Emergency Office of Emergency Management makes available a tool to all Municipal and Satellite EOC's known as WebEOC. It is a web-based virtual Emergency Operations Center system, which allows for communications within and between all levels of EOCs, as well as communications regionally. The University of Miami has WebEOC access for use at the Hospital level, University level, Municipal level, County level, and Regional level. The Incident Commander at the University EOC is responsible for maintaining communications in WebEOC. All Emergency Management personnel at each campus are registered for WebEOC access.

##### **Levels of Web EOC Access:**

- Regional WebEOC
- County WebEOC
- Municipal WebEOC
- University (Satellite) WebEOC
- Hospital WebEOC

#### **6. 911 Monitoring System**

No Public Safety entity on any campus directly receives 911 telephone calls. However, each Public Safety entity is equipped with Telident SiteAlert 911 monitoring software. This program provides an electronic log entry whenever a 911 call is placed from the campus and from which specific telephone. The system is compliant with part 68 of FCC rules.

## **XVI. Administration, Finance, and Logistics**

### **A. Financial Tracking**

It is the policy of the University of Miami (UM) that all disaster or emergency related expenditures will be tracked for possible reimbursement. Individual Units are responsible for tracking all costs related to emergency response including force account work, force account equipment, materials and supplies, and contract work. Units will submit a spreadsheet with all emergency related costs by type and complete a Claims Worksheet with the following information:



- Department account number
- Department name, address, building, room number, locator code, and campus
- Department phone number
- Description of damaged equipment or work performed
- University decal number (for equipment only)
- Original cost of item (supply a copy of the purchase order and invoice, if possible)

The Finance/Administration Section at the Campus Command Post will be responsible for collecting unit expenditures and tracking campus costs related to emergency expenditures. The Finance/Administration Section will also review and submit all Claims Worksheets to Risk Management. Incomplete worksheets will be returned to the Unit for resubmittal.

The Finance/Administration Section of the Emergency Operations Center (EOC) will collect all costs from the campuses and provide a list of all expenditures by type and a total response cost to Risk Management. The Finance/Admin Section at the EOC will also review any worksheets rejected by Risk Management and ensure they are resubmitted by the Unit with proper documentation and information.

## **B. University of Miami Disaster Accounts**

The University has pre-established disaster accounts for use during disasters and emergency incidents. No charges should be made to these accounts until a state of emergency has been declared by the University President. Charges to these accounts without a state of emergency declaration will be charged back to the individual unit.

In most cases each building or facility has been assigned its own account. Accounts have been created for each building or facility owned by UM to assist in tracking costs associated with repairs due to an incident. During any disaster or emergency incident only these pre-established accounts will be used for repair and replacements cost. Under no circumstance will building maintenance accounts be charged for repairs and replacement.

Additional accounts have been created for construction debris and vegetative debris for each campus. All debris removal costs must be charged to these accounts, as these costs must be tracked separately from building repair and replacement for reimbursement.

Pre-established purchase orders have also been established for certain commodities and services. These POs will be used to acquire the selected commodities and services as needed to respond to disasters and emergency incidents. Contact EM for a full list of pre-established POs.

## **C. Procurement**

The University of Miami Purchasing Department provides purchasing cards (PCards) to Units and select individuals. PCards are corporate American Express cards with a \$2,000.00 single purchase limit and \$10,000.000 monthly limit. PCards should be used for all emergency purchases, if possible. If items are over the \$2,000.00 limit or will



exceed the monthly maximum, Units should request approval from the purchasing department for a waiver. All receipts must be kept and submitted with reimbursement worksheets.

For purchases that cannot be made with a PCard, the Purchasing Department has developed an Emergency Purchase Order Policy to provide a method for emergency purchases and to set forth the conditions under which such purchasing is approved. Purchasing will utilize an Emergency Purchase Order when the University has declared a state of emergency and traditional purchase orders do support the procurement of necessary resources.

For more information see Purchasing Policy BSJ-050 – Emergency Purchase Order.

#### **D. Existing Contracts**

UM maintains a number of contracts to carry out day-to-day business. When possible, these existing contracts should be used to obtain services and supplies needed during emergency responses. The University also has a number of emergency contracts in place for debris removal, spill cleanup, post-storm cleanup, and other emergency actions. These contracts will be used to obtain needed services when possible. More detailed information on existing contracts may be found in the individual Campus EOPs.

#### **E. Essential Personnel & Disaster Pay**

Employees may be designated essential by their supervisor at the time of an emergency, in preparation for an emergency, specified by position in a relevant response plan or procedure, and directed to work during a crisis such as a hurricane or other emergency incident. An essential employee is required to perform duties as directed by their supervisor or specified in a relevant response plan or procedure before, during, and after a crisis. These duties may not be consistent with day-to-day roles and responsibilities. As essential personnel, employees are exempted from any general policy for closing and work release.

Hourly-paid personnel are subject to the disaster plan overtime policy – Emergency/Disaster Pay Policy C007 (revised 8/1/07). The policy provides information relative to work schedule assignment and pay practices for regular full-time and part-time employees in the event of a University declared emergency and/or when the University of Miami is included in the area of disaster declaration issued by the President of the United States.



## XVII. Partnerships

The University's three main campuses and other satellite facilities are serviced by multiple law enforcement and fire rescue agencies. The UM is committed to enhancing collaboration and communication with these agencies to avoid duplication of effort and ensure that the University's emergency policies, plans, and procedures are consistent with local, state, and federal plans.

### A. Miami-Dade County

The University has a close relationship with Miami-Dade County and, in particular, the Office of Emergency Management (OEM). The University and County have worked together on a number of exercises and coordinated response activities during real-world incidents to ensure a smooth response effort.

#### 1. Miami-Dade County Office of Emergency Management (OEM)/ Emergency Operations Center (EOC)

The Miami-Dade County Emergency Office of Emergency Management, and their respective Emergency Operations Center (EOC), provides relevant county-wide disaster information and intelligence to the University. Likewise, the University, along with many others, must provide information to the County so an accurate countywide operating picture and situation status can be developed.

The Miami-Dade County EOC is organized through the following hierarchy:

- County EOC: This is a physical location where representatives from key County agencies, municipalities, partners, and stakeholders coordinate information and resources.
- Divisional EOC: There are seven designated divisional EOCs in Miami-Dade County: Coral Gables, Hialeah, Homestead, Miami, Miami Beach, North Miami, Florida International University, and North Miami Beach
- Satellite EOC: Smaller municipalities and universities have their own Satellite EOCs, and seats within their assigned Divisional EOC. The University of Miami has a dedicated position in the Coral Gables Divisional EOC.

#### 2. Health Department

The Miami-Dade County Health Department and their respective Emergency Support Function Eight (ESF-8) within the County's Emergency Operations Center (EOC), provides public health information and intelligence to the University. Likewise, the University, along with many others, must provide information to the County Health Department so an accurate countywide operating picture and situation status can be developed.

##### Cities Readiness Initiative (CRI)

The University is a part of the County's Cities Readiness Initiative (CRI) program, which is focused on several aspects of preparedness including events necessitating



mass dispensing of medical countermeasures/prophylaxis. Meetings are held regularly. Bi-directional communications is a critical aspect of a CRI activation to assure all the medical countermeasures are properly delivered, utilized, and accounted for. All Emergency Management personnel at each campus are registered CRI partners.

### **Hospital Preparedness Consortium (HPC)/ Mutual Aide Memorandum of Understanding**

Each of the University's three hospitals are members of the County's Hospital Preparedness Consortium (HPC) which is focused on standardized hospital preparedness throughout the County. Meetings are held regularly. Communication between each of the hospitals in the County is critical in the event of any emergency/disaster, especially public health or mass casualty situations. All Emergency Management personnel at each campus are registered HPC members.

### **Medical Reserve Corps (MRC)/ State Emergency Responders and Volunteers of Florida (SERVFL) System**

The University has an active divisional group of the County's Medical Reserve Corps. Bi-directional communication regarding all MRC matters must be executed through the SERVFL system. All MRC members, as well as administration, have access to the SERVFL system.

## **3. Municipalities**

UM campuses fall in different jurisdictions including Coral Gables, Miami, and unincorporated Miami-Dade County. For campuses and facilities not patrolled by University public safety departments, municipal police provide security and law enforcement operations. Municipal Fire/Rescue departments provide all fire and Emergency Medical Services (EMS) coverage for campuses.

## **B. Regional Domestic Security Task Force (RDSTF)**

The University is a member of the Southeast Florida Regional Domestic Security Task Force which is a statewide working group focused on assessing, preparing for, preventing, protecting, responding to, and recovering from acts of terrorism that affect the State. Bi-directional communication and inter-organizational collaboration is the primary means through which this is accomplished. Meetings are held regularly. Florida's seven Regional Domestic Security Task Forces play key roles in implementing statewide, regional, and local policy recommendations. Each task force represents functional component groups including Law Enforcement, Fire-Rescue, Health-Medical, Emergency Management, Interoperable Communications, Critical Infrastructure, Education-Schools, Public Information, and Training. All Emergency Management personnel at each campus are RDSTF members.

### **1. ThreatCom**

The ThreatCom system, coordinated by the RDSTF, is a communications system designed to alert all RDSTF members of emergency/disaster situations, or the



potential thereof. All Emergency Management personnel at each campus are registered with ThreatCom.

## **2. Virtual Fusion Center**

The Virtual Fusion Center system, coordinated by the RDSTF, is a web-based tool designed to facilitate communications and information sharing between all RDSTF members for emergency/disaster preparedness and response. All Emergency Management personnel at each campus are registered for Virtual Fusion Center access.

## **C. National Weather Service (NWS)**

The University is a member of the Miami National Weather Service (NWS) Emergency Management group. When weather emergencies/disasters are threatening or experienced, the Miami NWS Office will communicate critical information to this group. As a result, information can be learned before official NWS briefings are released to the public. In addition, specific questions can be asked directly to the meteorologists making the forecasts. All Emergency Management personnel at each campus are registered to receive communications.

## **D. Department of Homeland Security (DHS)/ Federal Emergency Management Agency (FEMA)**

The University is a partner of the Department of Homeland Security (DHS) and Federal Emergency Management Agency (FEMA). Bi-directional communications occur regularly, as well as during times of emergency/disaster.

### **National Terrorism Advisory System (NTAS)**

The National Terrorism Advisory System replaced the color-coded Homeland Security Advisory System (HSAS). This system more effectively communicates information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. All Emergency Management personnel at each campus receive NTAS communications.

## **XVIII. Plan Development and Maintenance**

This plan, in conjunction with campus-specific Emergency Operations Plans (EOPs) and Unit plans, policies, and procedures, comprises the complete response structure to be used by the University of Miami (UM) for all disasters and emergency incidents. The plan was developed under the direction of UM Emergency Management (EM) with support from the Miami-Dade Office of Emergency Management and contractor Subject Matter Expert (SME) support.

EM shall be responsible for coordinating preparation and regular updating of the Comprehensive Emergency Management Plan (CEMP). EM will ensure this plan is



consistent with local, county, and state plans, applicable University policies and bylaws, and state and federal statutes, laws, and requirements. Additionally, Emergency Management will ensure that Campus EOPs are also reviewed and attachments updated on a regular basis.

## **XIX. Annex**

The following are annexes to the CEMP. They are produced under separate cover and exist as standalone plans for each campus with associated hazard-specific guideline appendices.

- A. Coral Gables Campus Emergency Operations Plan (EOP)**
- B. Miller School of Medicine & UHealth Emergency Operations Plan (EOP)**
- C. Rosenstiel School of Marine and Atmospheric Science (RSMAS) Emergency Operations Plan (EOP)**

## **XX. Additional Resources**

The following attachments are independent documents associated with the CEMP. They represent information that may change from year to year and have been separated from the plan to allow for easier updating.

- A. Emergency Support Function (ESF) Standard Operating Procedure (SOP) Template**
- B. Supporting Policies, Procedures, and Documents**
- C. Campus Crisis Decision Team (CDT) and University-Wide Crisis Decision Team (CDT) Members**
- D. Emergency Contact Phone List**
- E. Emergency Management Phone Numbers**
- F. University State of Emergency Declaration Form**

## **XXI. Acronyms**

The following is a list of acronyms used in the CEMP and Emergency Management.

AAR	After Action Report
AHCA	Agency Health Care Administration
CDT	Crisis Decision Team
CEMP	Comprehensive Emergency Management Plan
CERT	'Canes Emergency Response Team
COOP	Continuity of Operations Plan
DOH	Department of Health
EAS	Emergency Alert System



EM	Emergency Management
EOC	Emergency Operations Center
ERT	Emergency Response Team
ESF	Emergency Support Function
FAC	Florida Administrative Code
FDEM	Florida Division of Emergency Management
FDLE	Florida Department of Law Enforcement
FEMA	Federal Emergency Management Agency
FPL	Florida Power & Light Company
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HSEEP	Homeland Security Exercise Evaluation Program
HSG	Hazard-Specific Guideline
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IPZ	Ingestion Pathway Zone
NHC	National Hurricane Center
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
POD	Point of Distribution
RACES	Radio Amateur Civil Emergency Services
RRT	Rapid Response Team
SAR	Search and Rescue
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure

## XXII. Glossary/Key Terms

Words, phrases, abbreviations, and acronyms relevant to Emergency Management should be defined. Many terms in emergency management have special meanings, so it is important to establish precise definitions. As such, the following definitions allow the users of this CEMP to share an understanding of the Plan:

<b>Activation</b>	When the Comprehensive Emergency Management Plan has been implemented, whether in whole or in part. Also, applies to activating the Emergency Operations Center.
<b>After Action Report (AAR)</b>	A method of identifying and tracking correction of important problems and carrying out best work practices in an



<b>CEMP</b>	operation or exercise after it has been completed. An AAR may be structured to contain statements of Lessons Learned and recommended changes in plans, training, and resources. Comprehensive Emergency Management Plan. A CEMP contains policies, authorities, concepts of operations, legal constraints, responsibilities, and emergency functions to be performed. Agency and departmental response plans, responder Standard Operating Procedures (SOPs), and specific incident action plans are developed from this strategic document.
<b>COOP</b>	Continuity of Operations Planning. The internal efforts of an agency or other entity, public or private, to assure continuance of its minimum essential functions across a wide range of potential emergencies, to include localized acts of nature, accidents, technological, and/or attack-related emergencies.
<b>Damage Assessment</b>	The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a human-generated or natural disaster.
<b>Declaration</b>	<p>1 – The formal action by the President to make a state eligible for major disaster or emergency assistance.</p> <p>2 – The formal action by the University President to declare a disaster at the University and meet requirements for activating disaster spending accounts and disaster pay clauses in certain contracts.</p>
<b>Disaster/Emergency Incident</b>	Any occurrence of widespread or severe damage, injury, or loss of life or property resulting from a natural, technological, or manmade incident, including but not limited to earthquake, explosion, fire, flood, high water, hostile actions, hurricanes, landslide, mudslide, storms, tidal wave, tornado, wind-driven water, or other disasters. An event in which a community or organization undergoes severe danger and incurs, or is threatened to incur, such losses to persons and/or property that the resources available are exceeded.
<b>Emergency</b>	An unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Examples of an emergency may include fires; explosions; chemical, biological, environmental, and radiation incidents; bomb threats; civil disturbances; medical emergencies; natural disasters; structural failures; and accidental or human-generated disasters. Any aircraft crash, hurricane, tornado, storm, flood, high water, wind-



driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe, which requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster.

**Emergency Management** The preparation for and carrying out of all emergency functions, to minimize injury and to repair damage resulting from disasters caused by fire, flood, storm, earthquake, or other natural causes, or by technological events, or by enemy attack, sabotage, or other hostile action, and to provide support for rescue operations for persons and property in distress and for humanitarian aid. Emergency Management includes mitigation against, preparedness for, response to, and recovery from disasters or emergencies.

**Emergency Operations Center (EOC)** A pre-defined physical location from which management officials coordinate information and resources in an emergency or disaster. It is equipped and staffed to provide support in coordinating and guiding emergency/disaster operations. EOCs are activated on an as-needed basis. It can be internal or external to a facility, with a secondary site defined in case the primary site is rendered unusable.

**Emergency Support Function (ESF)** A functional area of response activity established to facilitate the delivery of disaster assistance required during the immediate response phase of an incident in order to save lives, protect property and public health, and to maintain public safety. ESFs represent those types of disaster assistance, which will most likely be needed because of the impact of a catastrophic or significant disaster and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to mirror state and federal response efforts.

**Evacuation** Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.

**Exercise** A simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of emergency plan (CEMP).

**Facility** Any publicly or privately owned building, works, system, or equipment, built or manufactured, or an improved and maintained natural feature. Land used for agricultural purposes is not a facility.

**Federal Emergency Management Agency** FEMA plays a multi-faceted central role in the national disaster program in terms of preparedness, response,



<b>(FEMA)</b>	recovery, and mitigation by federal, state, and local governments, commerce and industry, individuals, and families, and non-governmental organizations. FEMA leads the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident.
<b>Force Account</b>	An applicant’s own labor forces and equipment.
<b>Geographic Information System (GIS)</b>	GIS hardware and software provide the ability to analyze and present data in the form of maps and data reports. Specifically, GIS products support situation reporting, damage prediction, estimation and assessment, resource management, information exchange, situation analyses and operating center displays.
<b>Hazard</b>	A situation or condition that presents the potential for causing damage to life, property, and/or the environment; an event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss. May be biological, chemical, or physical agents capable of causing adverse health effects or property damage given a particular environment or location.
<b>Hazard Mitigation</b>	Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.
<b>Hazard-Specific Guideline (HSG)</b>	Guidelines that serve as the basis for effective response to any specific threatening hazard and facilitating integration of mitigation into response and recovery activities. It also outlines the responsibilities unique to the specific hazard.
<b>Hazard Vulnerability Analysis (HVA)</b>	A structured approach to assist in evaluating potential adverse events or conditions that could disrupt an organization’s operation. It identifies, evaluates, and prioritizes events that could significantly affect the need for the facility’s services or its ability to provide those services. Each potential event is evaluated in each of three categories: probability (of occurrence), risk (severity/impact), and preparedness and assigned a numerical score that rank orders events needing organization focus and resources for emergency planning.
<b>Hazardous Material (HAZMAT)</b>	Material and products from institutional, commercial, recreational, industrial, and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: 1) toxic, 2) flammable, 3) corrosive, and/or 4)



	<p>reactive, and requires special care in handling because of the hazards posed to public health, safety, and/or the environment.</p>
<b>Hurricane</b>	<p>A tropical cyclone in which the maximum sustained surface wind (using the U.S. 1-minute average) is 64 kt (74 mph) or more. The term “hurricane” is used for Northern Hemisphere tropical cyclones east of the International Dateline to the Greenwich Meridian. The term “typhoon” is used for Pacific tropical cyclones north of the Equator west of the International Dateline.</p>
<b>Hurricane Advisory</b>	<p>Official information issued by tropical cyclone warning centers describing all tropical cyclone watches and warnings in effect along with details concerning tropical cyclone locations, intensity and movement, and precautions that should be taken. Advisories are also issued to describe: (a) tropical cyclones prior to issuance of watches and warnings and (b) subtropical cyclones.</p>
<b>Hurricane Warning</b>	<p>A warning that sustained winds of 64 kts (i.e., 74 mph) or higher associated with a hurricane are expected in a specified coastal area in 36 hours or less. A hurricane warning can remain in effect when dangerously high water or a combination of dangerously high water and exceptionally high waves continue, even though winds may be less than hurricane force.</p>
<b>Hurricane Watch</b>	<p>An announcement for specific coastal areas that hurricane conditions are possible within 48 hours.</p>
<b>Incident</b>	<p>A definite and separate occurrence. Usually a minor event or condition that is a result of human error, technical failure, or environmental condition. An incident or event typically interrupts normal activities. Note: incidents may or may not lead to accidents, events, or disasters.</p>
<b>Incident Command System (ICS)</b>	<p>A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.</p>
<b>Incident Commander (IC)</b>	<p>Under the Incident Command System (ICS), the person assigned to have overall responsibility for charge the response to an incident.</p>
<b>Interoperability</b>	<p>The ability of systems, Units, or agencies to provide services to and accept services from other systems, Units, or agencies and to use the services so exchanged to enable them to work effectively together.</p>



<b>Job Aids</b>	Store and make accessible information, processes, or perspective so each position can complete specific tasks. They specify how to get the job done and act as memory joggers. Job Aids help people manage vast quantities of information. They often consist of steps, worksheets, lists, decision tables, maps, and illustrations that help people accomplish their work.
<b>Liaison/ Liaison Officer</b>	An agent or representative. Typically an agency official sent to another agency to facilitate interagency communications and coordination. Liaison and Liaison Officer are sometimes used interchangeably. Under the National Incident Management System (NIMS), the term for the person on the Command Staff is Liaison Officer. For emergency exercises and in disasters, a number of liaisons from other agencies, commerce and industry, various non-governmental organizations, jurisdictions, and other parties should be assigned to (or seated or present) and in direct communication with EOCs to meet the need for linkages for effective strategy and use of resources in an incident.
<b>Logistics</b>	The procurement, maintenance, distribution, and transportation of material, facilities, services, and personnel.
<b>Mass Care</b>	The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people who have been displaced from their homes because of a disaster or threatened disaster.
<b>Memorandum of Understanding (MOU) Mutual Aid</b>	A written understanding between two or more entities obligating assistance during a disaster. As between two or more entities, public and/or private, the pre-arranged rendering of services in terms of human and material resources when essential resources of one party are not adequate to meet the needs of a disaster or other emergency.
<b>Mutual Aid Agreement (MAA)</b>	A written understanding between two or more entities obligating assistance during a disaster.
<b>National Incident Management System (NIMS)</b>	As the operational arm of the National Response Plan (NRP), NIMS provides a consistent nationwide approach for governments at all levels, commerce and industry, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity.
<b>National Response Plan (NRP)</b>	Upon adoption, the NRP replaces the Initial National Response Plan (INRP), a successor to the Federal Response Plan (FRP). The NRP integrates a pre-existing family of



**Personal Protective Equipment (PPE)  
POD**

federal prevention, preparedness, response, recovery, and mitigation plans into a single all-discipline, all-hazards plan which lays out a national framework for domestic incident management and applies to Incidents of National Significance.

Equipment to protect a person working in a hazardous environment.

Point of Dispensing, or Point of Distribution. Under a disaster response plan, POD identifies a location, facility, or agency assigned to dispense/distribute disaster response resources such as water, ice, food supplies, prophylaxis, etc.

**Preliminary Damage Assessment (PDA)**

A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected is used by the State as a basis for the Governor’s request for a Presidential declaration, and by FEMA to document the recommendation made to the President in response to the Governor’s request. PDAs are made by at least one State and one Federal representative. A local Tribal representative familiar with the extent and location of damage in the community often participates; other State and Federal agencies and voluntary relief organizations also may be asked to participate, as needed.

**Public Information Officer (PIO)**

A Federal, State, local government, or Tribal official responsible for preparing and coordinating the dissemination of emergency public information.

**RACES**

Radio Amateur Civil Emergency Service. A volunteer organization of amateur radio operators licensed by the Federal Communications Commission (FCC). Established to provide auxiliary emergency communications on behalf of local, state, or federal government, under authority granted in 47 CFR, Part 97, subpart E. RACES is sponsored by the Federal Emergency Management Agency (FEMA) and is administered by state Emergency Management agencies. For information about RACES see FEMA Civil Preparedness Guide CPG-1-15. Also see Salvation Army Team Emergency Radio Network (SATERN) and Amateur Radio Emergency Service (ARES).

**Recovery**

The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstitute these systems to a new condition that is less vulnerable.

**Resources**

Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.



<b>Response</b>	<p>Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.</p> <p>Emergency response activities are conducted during the time period that begins with the detection of the event and ends with the stabilization of the situation following impact. These efforts work to minimize the risks created in an emergency by protecting the people, the environment, and property, and also work to return the scene to normal pre-emergency conditions. Activities typically also include the reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required. In addition to addressing matters of life safety, response also addresses the policies, procedures, and actions to be followed in the event of an emergency.</p>
<b>Saffir-Simpson Hurricane Damage Potential Scale</b>	<p>A scale that measures hurricane intensity, developed by Herbert Saffir and Robert Simpson. The Scale is a 1-5 rating based on the hurricane's present intensity. This is used to give an estimate of the potential property damage and flooding expected along the coast from a hurricane landfall. Wind speed is the determining factor in the scale, as storm surge values are highly dependent on the slope of the continental shelf and the shape of the coastline, in the landfall region. Note that all winds are using the U.S. 1-minute average.</p>
<b>Section</b>	<p>The organizational level having responsibility for a major functional area of incident management, (e.g., Operations, Planning, Logistics, and Finance/Administration). The section is organizationally situated between the branch and the Incident Command.</p>
<b>South Campus</b>	<p>The South Campus was located ten miles SW of Coral Gables on a 136-acre site used for conducting research and development projects; the South Campus was liquidated in 2012.</p>
<b>Staging Area</b>	<p>A temporary site, often outside of but proximate to a disaster area, for the gathering, assembly, and subsequent dispatch and movement of essential human and/or material resources to specific operational functions and arenas. In a particular disaster there may be many staging areas, each serving special needs. Preferred sites have well functioning transportation and communication facilities as well as nearby accommodations for site staffs. Sometimes known as Logistical Staging Area (LSA).</p>
<b>Standard Operating Procedure (SOP)</b>	<p>Complete reference document that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated</p>



	functions in a uniform manner.
<b>State of Emergency</b>	A condition during which special precautions/actions will be necessary in order to adequately safeguard property and the health and lives of people within a community or organization.
<b>Storm Surge</b>	The high and forceful dome of wind-driven rising tidal waters sweeping along the coastline accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface and the level that would have occurred in the absence of the cyclone. Storm surge is usually estimated by subtracting the normal or astronomic high tide from the observed storm tide, and in South Florida, can be as much as 25 feet.
<b>Terrorism</b>	The use of – or threatened use of – criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").
<b>Tropical Storm</b>	A tropical cyclone in which the maximum sustained surface wind speed (using the U.S. 1-minute average) ranges from 34 kt (39 mph) to 63 kt (73 mph).
<b>Tropical Wave</b>	A trough or cyclonic curvature maximum in the trade-wind easterlies. The wave may reach maximum amplitude in the lower middle troposphere. It tends to organize low level circulation and may travel thousands of miles with little change in shape, sometimes producing significant shower and thundershower activity along its path.
<b>Unified Command</b>	An application of the Incident Command System (ICS) used when there is more than one agency with incident jurisdiction. Agencies work together through their designated Incident Commanders (ICs) at a single Incident Command Post (ICP) to establish a common set of objectives and strategies, and a single Incident Action Plan.
<b>Volunteer</b>	For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.
<b>Vulnerability</b>	Susceptibility to a physical injury or attack. "Vulnerability" refers to the susceptibility to hazards.