Comprehensive Emergency Management Plan

October 29th, 2019
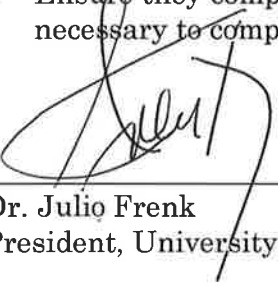
This Page Intentionally Left Blank

Promulgations and Signatures

The Comprehensive Emergency Management Plan (CEMP) provides the framework for the University of Miami's approach to the five mission areas of emergency management: prevention, protection, mitigation, response, and recovery.

Emergency Management programs play a vital role in University resiliency, and are important both when faced with an emergency or disaster and during daily operations. 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 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 response 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.
- Ensure they complete all ongoing training and exercises as assigned, and seek any additional training necessary to competently perform all emergency responsibilities.

10/29/19

Dr. Julio Frenk
President, University of Miami

Date

This Page Intentionally Left Blank

Table of Contents

Record of Significant Revisions

Date	Description of Change	Page(s) or Section	Version
10/20/14	Added/Updated URLs	20-21 & 24-26	2014.1
10/20/14	Added Information	21, 42, 45, & 45	2014.1
10/20/14	Update Annual Security Report Info	24	2014.1
10/20/14	Added StormReady Designation Date	26	2014.1
10/29/19	2019 Updates	Entire document	2019.1

I.   Executive Summary

The Comprehensive Emergency Management Plan (CEMP) establishes a framework to ensure the University of Miami is prepared to respond to and recover from any hazards threatening the lives and property of students, staff, and visitors. The CEMP outlines the responsibilities and coordination mechanisms of University personnel, units, and first responders during a disaster or emergency situation. 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 the University and Campus Crisis Decision Teams (CDTs).
- Establishes basic direction and control for all levels of a disaster response 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 CEMP unifies the efforts of all campuses and units by utilizing the National Incident Management System (NIMS). The University of Miami CEMP is consistent with the Miami-Dade County and State of Florida CEMPs and the National Response Framework (NRF).

II.   Introduction

A. Purpose

The CEMP 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 following flow chart shows the relationship of the CEMP to University-wide, campus-specific, and unit specific response plans and procedures.

Standard operating procedures (SOPs) are unit specific and provide structure for the successful completion of functions, missions, and activities. Response plans and procedures correspond with the SOPs and include Hazard-Specific Guidelines (HSGs), which serve as the basis for effective response and recovery to specific hazards. Examples of HSGs include hurricane plans and hazardous chemical release response plans.
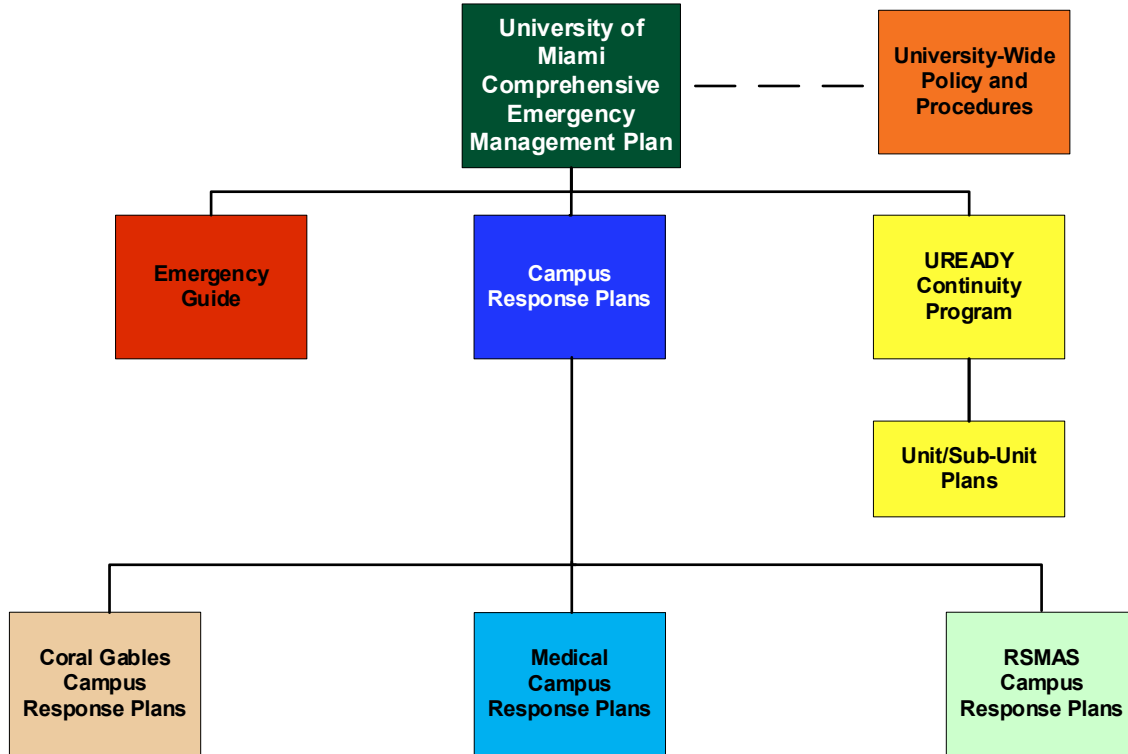
Figure 1 Relationship between University Plans

B. Scope

This plan encompasses all University of Miami property (owned, leased, or otherwise utilized) and 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.

This plan also applies to all hazards identified by UM authorities. Twenty-eight potential hazards have been identified in three categories: Natural, Technological (Accidental), and Human-caused. See Section V – Threat and Hazard Assessment for a breakdown of these hazards.

C. Objectives

- Reduce loss of life and property due to disasters by employing an integrated all-hazards, risk-based approach to mitigation, preparedness, response, continuity of operations, and recovery.
- Provide emergency management oversight, coordinated emergency operations, and situational awareness of hazards / threats to the University community.
- Provide critical life safety information to the University community.
- Provide an effective, comprehensive organizational structure for emergency response and recovery.
- Support the understanding and utilization of the Incident Command System and National Incident Management System.
- Enhance emergency preparedness through standardized planning, training, and exercises.
- Develop and implement strategies to maintain multidimensional and redundant emergency communications capabilities.
- Create a "culture of preparedness" within the University community by improving awareness and comprehension of what to do before, during, and after emergencies and disasters.
- Expand local, state, national, and international partnerships with other entities that share a vested interest in the enrichment of higher education emergency management.

D. Planning Assumptions

The following planning assumptions were utilized during the development of the CEMP:

- A disaster may occur at any time with little or no warning, and may escalate quickly.
- The CEMP provides a framework for response and recovery to emergencies and disasters and is not a standard operating procedure.
- All emergencies begin at the lowest jurisdictional level. Therefore, most emergencies impacting the University will begin at the unit or 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.
- 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 ongoing public awareness and community self-preparation.
- Unofficial groups of responders, the public, and outside resources may hinder the local effort by causing traffic congestion, unsolicited supplies and donations, and additional strain on impacted infrastructure.
- There may be competition among campuses and units for scarce resources.
- Some form(s) of communication(s) will remain available.

E. Authorities

The emergency authority of the President and other senior leadership is established via resolution duly adopted by the Executive Committee of the Board of Trustees. The University President may designate 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.

III.　　Applicable Laws, Regulations, and Standards

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
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 Version 2
FEMA CPG-201 Third Edition, 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
NFPA 3000 Standard for an Active Shooter/Hostile Event Response (ASHER) Program
Americans with Disabilities Act (ADA) of 1990
Americans with Disabilities Amendments Act of 2008
Rehabilitation Act of 1973 Section 504

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

IV. University Overview

A. University of Miami

Three University of Miami (UM) campuses and other facilities include over 200 University-owned buildings totaling almost 12 million gross square feet on over 500 acres of land. Over 17,000 undergraduate and graduate students from around the world attend UM 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.

Coral Gables Campus: The Coral Gables campus, with its two colleges and seven schools, is located on a 239-acre tract in suburban Coral Gables.

Medical Campus: The University of Miami Hospitals and Clinics (UMHC) and Leonard M. Miller School of Medicine Campus consists of 72 acres within the 153-acre UM/Jackson Memorial and Veterans Affairs Hospital Health District/Civic Center Complex. UMHC is comprised of the following under a single license: UHealth Tower, UMHC – Sylvester Comprehensive Cancer Center, UMHC – Bascom Palmer Eye Institute, and the Lennar Foundation Medical Center (UMHC-Lennar). With inclusion of more than 100+ clinics across the University of Miami Medical Group (UMMG), the UHealth System (UMHC and UMMG) managers various facilities located in Miami-Dade, Broward, Palm Beach, and Collier counties.

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. Located on the Richmond Campus are the Center for Southeastern Tropical Advanced Remote Sensing (CSTARS) and Richmond Satellite Operations Center (RSOC). Broad Key is a 63-acre marine research station located in the northern Florida Keys.

B. Facts & Population

- *Date Founded*: 1925 (classes began October 1926)
- *Total Faculty and Employees*: 16,174
- *Total Students*: 17,331
  - Undergraduate: 11,117
  - Graduate: 6,214
  - Non-Degree Seeking: 371
- *Numbers of Owned Buildings*:
  - Coral Gables Campus: 118
  - Medical Campus: 38
  - Marine Campus: 18
  - Richmond Facility: 8
  - Off Campus: 4
- *Total Owned Square Footage:* 11.959M
- *Total Leased Buildings and Square Footage:* 86 facilities and 788,270 sq. ft.
- *Programs*: 138 Bachelors, 144 Masters, 68 Doctoral
- *Budget*: $3.4 billion.
- *Class Size*: Over 50 percent of classes for undergraduates have 20 or fewer students; over 75 percent have 29 or fewer students.
- *International Education and Exchange Programs*: UM semesters on location in Prague, Rome, Cape Town, Buenos Aires, India, and the Galapagos; exchange-partner universities in over 35 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 154 countries; over 97,625 reside in Florida, including over 52,085 in Miami-Dade County. There are just over 206,806 alumni in UM's history.
- *Resident Students*: 4,181 (Coral Gables Campus only)
- *Undergraduate Student Home Locations*:
  o   25% South Florida (Dade or Broward Counties)
  o   10% Other Counties in Florida
  o   50% Other U.S. States and Territories
  o   15% International

V.   Threat & Hazard Identification and Risk Assessment

A. Hazard & Vulnerability Analysis Summary

Emergency Management has identified twenty-eight hazards in three categories: Natural, Technological (Accidental), and Human Caused (Intentional).

Natural Hazards
- Climate Change/Sea Level Rise
- Extreme Heat
- Fire (External)
- Flood (External)
- Hailstorm
- Hurricane (Catastrophic)
- Hurricane (Minor)
- Lightning
- Public Health Emergency
- Thunderstorm
- Tornado
- Tsunami

Technological Hazards (Accidental)
- Coastal Oil Spill
- Fire (Internal)
- Flood (Internal)
- Hazardous Material Release / Spill
- Major Transportation Accident
- Network/Telecommunication Failure
- Utility/Infrastructure Failure

Human Caused Hazards (Intentional)
- Active Shooter/Hostile Intruder
- Active Threat
- Bombing
- Chemical, Biological, Radiological, Nuclear, or Explosives (CBRNE) Threat
- Civil Disturbance/Demonstration
- Hostage Situation
- IT Security Breach/Cyber Attack
- Other Acts of Terrorism
- Research/Facility Sabotage
- Suspicious Package/Bomb Threat

B. Capability Assessment

Emergency Management continually assesses University response capabilities. As new hazards are identified, EM reviews existing response capabilities and makes recommendations for additions or changes. Gaps may be identified through testing, training, exercising existing plans, real world incidents, or through vulnerability assessments.

C. Wind and Flood Risk Assessment

Risk Management has conducted, and regularly updates, a University-wide Hurricane, Wind and Flood Risk Assessment to specifically identify the integrity and resilience of campus infrastructure to natural hazards. Information from this Assessment is integrated into an infrastructure overview for each campus, which is available in the campus specific response plans.

VI. Emergency Management Overview

Emergency Management (EM) at the University of Miami, is coordinated and executed at three distinct levels University-wide, campus, and unit. At each level, there is at least one designated Emergency Management authority responsible for coordinating and executing plans and procedures. The three levels are overseen by specific members of University leadership.

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 their authority. The University President or designee holds the position of Incident Commander. The Incident Commander has overall responsibility for managing an incident.

The President's authority includes, but is not limited to, the ability to declare a University-wide state of emergency, implement protective actions, alter operations, or take any other actions to safeguard the University community. If the University President is unavailable, the following delegation of authority has been established:

University-Wide Delegation of Authority:
1. President
2. Executive Vice President & Provost
3. Executive Vice President of Business & Finance and Chief Operating Officer
4. Senior Vice President for Public Affairs and Communications and Chief of Staff to the President

In the absence of the above individuals, actions will be determined based on majority agreement by the campus or University Crisis Decision Team.

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 Facilities Operations and Planning. The Comprehensive Emergency Management Plan (CEMP) is the overarching structural document which is maintained by and defines OEM and its responsibilities. The most significant OEM responsibilities include establishing and overseeing University-wide prevention, protection, mitigation, response, and recovery programs and processes.

B. Campus Level

For campus-level incidents, the following delegation of authority will be utilized:

1. Coral Gables Campus Leadership and Delegation

1. President
2. Executive Vice President & Provost
3. Executive Vice President of Business & Finance and Chief Operating Officer
4. Senior Vice President for Public Affairs and Communications and Chief of Staff to the President
5. Vice President Facilities of Operations and Planning
6. Vice President of Student Affairs
7. Director of Emergency Management
8. Police Chief

2. **Medical Campus Leadership and Delegation**
   1. President
   2. Executive Vice President of Health Affairs/Chief Executive Officer of UHealth
   3. Executive Vice President & Provost
   4. Executive Vice President of Business & Finance and Chief Operating Officer
   5. Vice President and Chief Operating Officer of UHealth
   6. Dean of the Miller School of Medicine
   7. Executive Director of Public Safety
   8. UHealth/Miller School of Medicine Emergency Manager

3. **Marine Campus Leadership and Delegation**
   1. President
   2. Dean of the Marine Campus
   3. Executive Vice President & Provost
   4. Executive Vice President of Business & Finance and Chief Operating Officer
   5. Senior Vice President for Public Affairs and Communications and Chief of Staff to the President
   6. Associate Dean of Infrastructure
   7. Vice President of Facilities Operations & Planning
   8. Director of Emergency Management

4. **Emergency Management**
   At the campus level, Emergency Management is led by the following units:
   - Coral Gables – University of Miami Office of Emergency Management
   - Medical – Miller School of Medicine/UHealth Public Safety Department
   - Marine – University of Miami Office of Emergency Management

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 at the unit level. The unit's highest-ranking leader has responsibility for ensuring its preparedness, but may delegate responsibility to a subordinate.

Each unit within the University is responsible for developing and maintaining their own preparedness, response, and recovery processes, including developing a UReady Continuity Plan (see Section VIII – C. UReady Continuity Plans). At a minimum, units are required to complete the following preparedness tasks:
- Review & Disseminate University/Campus Emergency Management Plans.
- Complete a unit UReady Plan.
- Ensure the unit is in compliance with regulatory requirements.
- Ensure employee contact information is updated in Workday / CaneLink.
- Photo document all work areas.
- Stock emergency supplies.
- Participate in required training and exercises.

Units must prepare documentation to reflect completion of the above tasks.

D. Faculty and Staff

Faculty and staff are agents of the University and should serve as exemplars for students, patients, visitors, and colleagues during emergencies and disasters. Therefore, faculty and staff must be familiar with applicable emergency plans, procedures, and evacuation routes. Emergency preparedness information is accessible through the Emergency Preparedness Website www.prepare.miami.edu. Faculty and staff are also responsible for maintaining their contact information in Workday to maximize the University's ability to notify them of a life-threatening emergency and issue appropriate protective actions. In addition, faculty are encouraged to include public safety and emergency preparedness information (see www.miami.edu/emergency-guide) in their course syllabi. Prior to a disaster, all faculty and staff must identify the location where they intend to evacuate and provide updated contact information in Workday.

Faculty and staff who are involved in or witness a life-threatening emergency, 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 protective actions based on the situation or when directed by first responders, or an ENN alert.

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 www.prepare.miami.edu. Students are responsible for updating their contact information in CaneLink to maximize the University's ability to notify them of emergencies. Prior to a disaster, all students must identify the location where they intend to evacuate and provide updated contact information in CaneLink.

Students who are involved in or witness a life-threatening emergency 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.

F. 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. Upon request, the Office of Disability Services and Workplace Equity and Performance, in coordination with Emergency Management, will provide additional services and/or support to registered students, faculty, and staff on a case-by-case basis.

VII.   Mitigation

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

A. Local Mitigation Strategy (LMS)

The Local Mitigation Strategy (LMS) is a whole community initiative designed to reduce or eliminate the long-term risk to human life and property from hazards. The strategy is authored by the LMS Working Group which consists 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. The University of Miami is an active member of the LMS working group and has adopted Miami-Dade's plan. As a member, the University has access to mitigation funding programs such as the Hazard Mitigation Grant Program, Pre-Disaster Mitigation, Flood Mitigation Assistance, Severe Repetitive Loss, and Repetitive Flood Claims.

B. Infrastructure Enhancement

The University of Miami continually evaluates current infrastructure through hazard and capabilities assessments. As gaps are identified and new facilities are erected, infrastructure improvements are undertaken. Opportunities for improvement are considered as part of the capital budget planning process.

C. Emergency Power

The 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 locations have been equipped with emergency generator back-up power. See the campus specific response plans for more information.

D. StormReady

The University of Miami is designated as a National Weather Service "StormReady" institution. StormReady is a community preparedness program managed by the National Weather Service that encourages preparation for severe weather events. The program recognizes communities and organizations across the country that demonstrate severe weather readiness.

VIII.   Prevention & Protection

The following section summarizes preparedness and prevention actions that have been undertaken at the University of Miami. These steps are designed to improve response capabilities and ensure a safe and secure community. Emergency Management develops effective response plans, policies, and procedures and then conducts trainings and exercises to prepare the University for disasters and emergencies.

A. National Incident Management System (NIMS)

NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and functional disciplines. It is intended to be applicable for all hazards and threats, improve coordination and cooperation between entities involved in incident management activities, and provide a common standard for overall incident management. NIMS principles are included in University plans, integrated into relevant training, and utilized during emergencies and disasters.

B. Training and Exercises

As part of NIMS compliance, University of Miami Emergency Management exercises the CEMP and associated plans to ensure they are actionable. Specific objectives when testing, training, and exercising include, but are not limited to:

- Validate plans, policies, and procedures.
- Ensure compliance with Homeland Security Exercise and Evaluation Program.
- Ensure personnel are familiar with alert, notification, and response procedures.
- Ensure personnel are sufficiently trained to carry out response operations.
- Test and validate equipment to ensure both internal and external interoperability.
- Ensure personnel understand the procedures to transition from response 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)), UM conducts at least one test of the Emergency Notification Network (ENN; Section XII – B. ENN) per year.

Additionally, UM conducts discussion and operations-based exercises that include the Coral Gables, Medical, and Marine Campuses. All exercises follow the guidelines established in the Homeland Security Exercise and Evaluation Program (HSEEP).

Discussion-based exercises include seminars, workshops, and tabletop exercises. These types of exercises focus on strategic-policy oriented issues, and can be used to familiarize players with plans and procedures.

Operations-based exercises include drills, functional exercises, and full-scale exercises. These exercises are characterized by actual reaction to a scenario, such as initiating communications or mobilizing personnel and resources, and can be used to validate plans and procedures.

C. UReady Continuity Plans

All units are required to utilize the UReady continuity planning system to create their own Continuity of Operations Plan (COOP). Each plan must be reviewed, updated, and signed-off annually. Additional information on developing a UReady Plan can be found on the UReady website.

D. Public Awareness and Education

All new students, faculty, and staff receive emergency preparedness information as part of their orientation. The University community is responsible for familiarizing themselves with emergency management resources, campus emergency procedures, evacuation routes in buildings frequented, notification systems in place, and emergency contact numbers and devices. Information is available on the UM emergency preparedness website.

The University 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, evacuation information, and Emergency Notification Network information.

Emergency Management holds training, exercises, presentations, and events in a continuous and ongoing manner to raise awareness and promote education throughout the year.

E. Emergency Guide

An Emergency Guide has been developed to provide specific action guidelines for the most common hazards and threats the University is vulnerable to. The guide is available at prepare.miami.edu/emergency-guide, in the UM Mobile App, and in displayable booklets posted in select locations throughout the University.

F. Data Preservation

Protection/preservation of information is critical for all units at the University. Not all hazards provide time to prepare before impacts are sustained; being prepared in advance minimizes loss and allows for quicker recovery.

1. Cloud-Based Storage Systems

These services allow faculty, staff, and students to easily store and manage content, share files, and collaborate all in a secure online environment. University contracted cloud-based systems include: Box, Google Drive, and One Drive.

2. Document Preservation

Whenever possible, physical copies of important documents/information should be scanned and stored electronically on a cloud or network based solution, such as Box, Google Drive, or OneDrive. Physical documents should also be stored in a secure, physically protected location. Multiple copies of the most critical documents should be made and stored in separate locations. Document storage practices must comply with regulatory and legal requirements based on the type of information.

G. Photo Documentation

The University's photo documentation process requires all units to take pictures/video of all capital property, work areas, and vehicles. These picture files and associated documentation, should be kept within a cloud-based storage solution and the unit UReady Plan. Units should verify that photographing select areas does not conflict with other policies, regulations, or standards; all of which precede the photo documentation requirement. In the event property is damaged during a disaster, such as a hurricane, photo documentation may be the only way to assure replacement and reconditioning through Federal Emergency Management Agency (FEMA) reimbursement programs. Each unit is responsible for completing their own photo documentation process annually.

For more information, visit www.prepare.miami.edu/uready or contact risk management.

IX.   Command and Control

The University of Miami has applied elements of the National Incident Management System (NIMS) / Incident Command System (ICS) to the organizational structure utilized for on-scene incident command, campus-level command post(s), and the University Emergency Operations Center (EOC).

As such, all response personnel are required to have a working knowledge of NIMS/ICS principles.

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, UM's incident management structure is generally composed of three (3) command staff positions and four (4) general staff positions managing functional areas called "sections", all overseen by an Incident Commander. Not all positions or sections must be utilized during all incidents, and one person or unit may function in multiple positions and/or sections.

In conjunction with the Command Staff, the University CDTs make strategic decisions, set incident objectives, and facilitate resource acquisition and utilization.

A. Incident Command System (ICS)

1. **Incident Commander**

The Incident Commander has overall responsibility for managing the incident by establishing objectives, planning strategies, and implementing tactics. In addition the Incident Commander is responsible for activities such as the order and release of resources, provision of information if internal, and establishing and maintaining liaisons with other agencies participating in the incident. The Incident Commander is the only position that is always staffed when utilizing ICS, and is responsible for all ICS management functions until he or she delegates them to another qualified individual.

2. **ICS Command Staff Positions**
   - **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 requests information about the incident. Accurate information dissemination is critical.

   - **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.

3. **ICS General Staff Positions**
   - **Operations Section Chief**

   The Operations Section Chief is responsible for developing and implementing strategies and tactics to accomplish the incident objectives. This includes organizing, assigning, and supervising all tactical or response resources assigned to the incident. Additionally, if a Staging Area is established it will fall under the responsibility of the Operations Section.

   - **Planning Section Chief**

   The Planning Section Chief 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 Chief**

   The Logistics Section Chief 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 Chief**

   The Finance/Administration Section Chief is responsible for all of the financial and cost analyses 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.
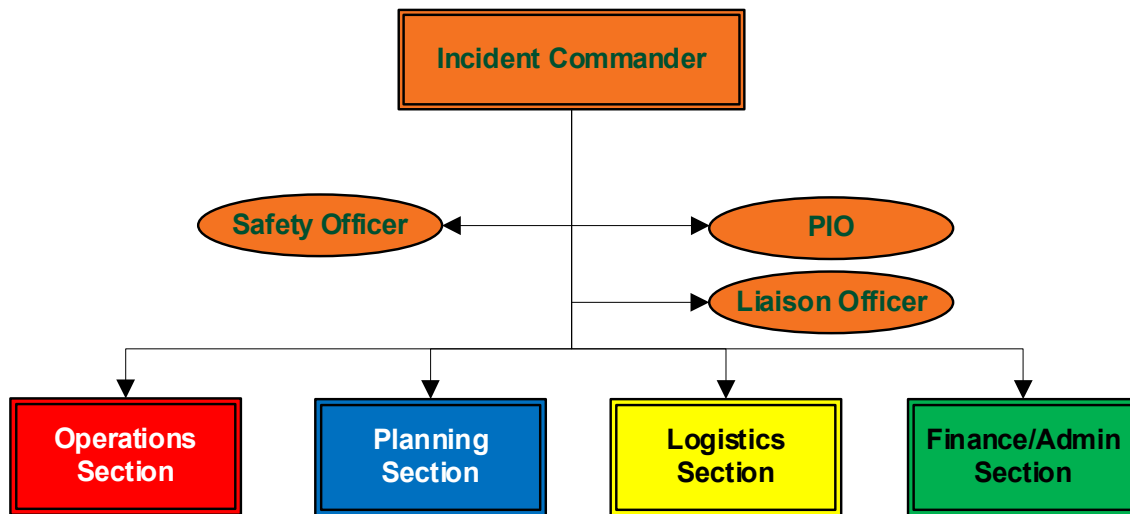
Figure 2 ICS

B. Crisis Decision Team (CDT)

The Crisis Decision Team (CDT) is generally convened by conference call for any incident which has, or may cause, life safety concerns, or presents a significant impact to campus operations. If an incident results in a failure of communications infrastructure and a conference call is not possible, all CDT members will report to a pre-designated location for an in-person meeting (see campus specific response plans). The CDT may convene at either the Campus or University-wide level depending on the scope of the incident.

The Crisis Decision Team (CDT) is activated to fulfill the following role(s):
• Make strategic decisions
• Make operational decisions
• Set incident objectives
• Facilitate resource utilization/acquisition
• Approve issuing campus-wide emergency notifications
• Approve protective actions

1. University Crisis Decision Team

If the incident spans multiple campuses, or the campus does not have sufficient resources to respond to the incident, the University Crisis Decision Team (CDT) will be activated.

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 (see below), and other subject matter experts who may be requested on a case-by-case basis.

The University of Miami Office of Emergency Management regularly assesses the composition of the CDT to assure it can appropriately meet the needs of the University.
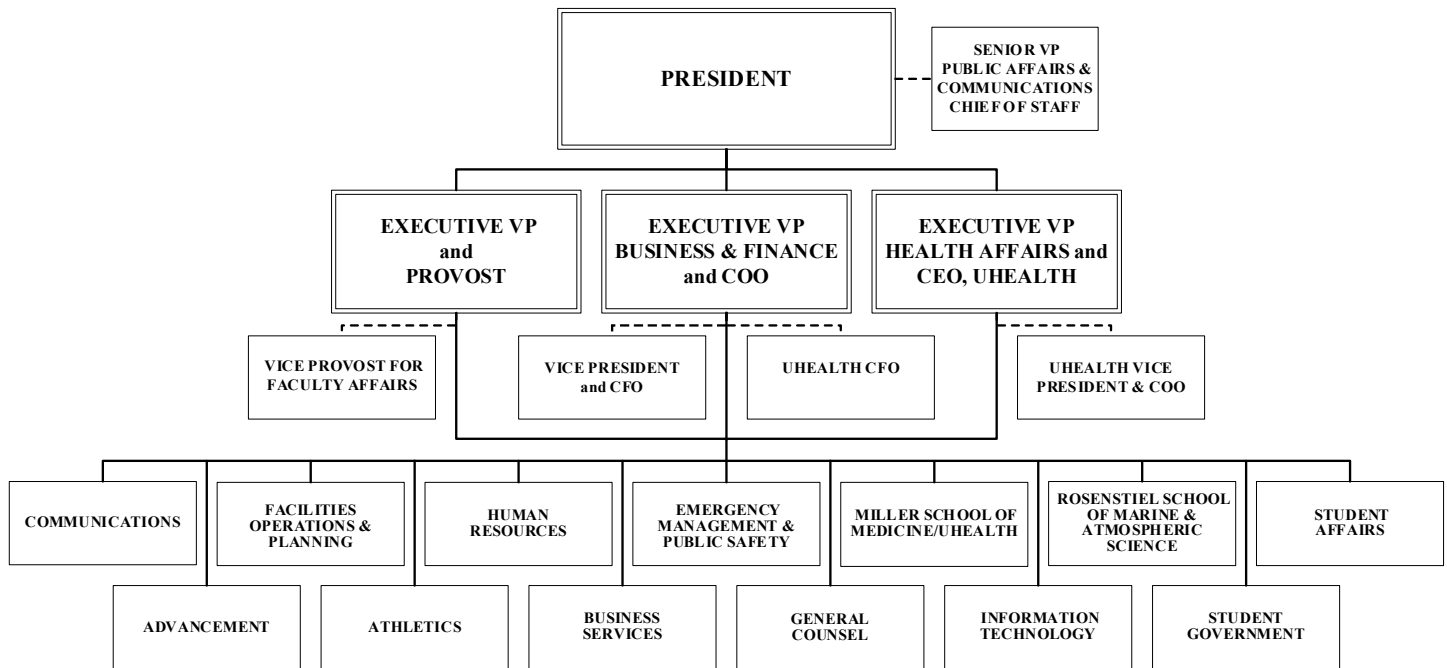
Figure 3 University CDT

When activated, University CDT meetings will generally occur before Campus CDT meetings and will focus on University-wide decisions that will then be operationalized at the campus level.

2. Campus Crisis Decision Team (CDT)
Each Campus' CDT is composed of the senior-most leadership within the most significant units on campus. Subject matter experts are requested to join the Campus CDT on a case-by-case basis. After being briefed on the incident, members of the CDT may be asked to operationalize protective action recommendations or alter regular operations as a result of incident impacts.

Examples of Campus CDT activities include, but are not limited to, coordination of closing the campus, emergency communications to the campus community, and requesting response from disaster vendors. Campus CDT charts are found in Appendix XXI of this document.

If the incident expands beyond the capability/scope of the Campus CDT, the University CDT will be activated.

C. Emergency Declaration
When a State of Emergency has been declared by the University President, designee, or individual based on delegation of authority (see section VI – A. Leadership and Delegation), the University's Comprehensive Emergency Management Plan and the individual campus response plans will be implemented. As a result of the incident, employees, and resources may be recruited for tasks outside of their normal scope of operations. All units will be required to implement their unit emergency procedures as well as take whatever prudent actions are necessary to protect the health, safety, and welfare of the University of Miami community and prevent damage to University property.

D. Command Locations
Incident Command locations receive guidance from the CDT, but will vary with the scope of the emergency/incident. Response generally begins with an On-Scene Incident Command, when there is a geographically contained incident, but may expand to include the activation of a Command Post and/or Emergency Operations Center.

1. **On-Scene Incident Command**

   On-Scene Incident Command is responsible for incident response tactics and operations in their most acute and direct sense. See Figure 2 for an example of the organization set-up of ICS structure at this level.

   If the incident may cause significant effects on any area of campus operations, it is the responsibility of the On-Scene Incident Commander to coordinate with the Crisis Decision Team and the Emergency Manager to expand the ICS structure.

2. **Campus Command Posts**

   Campus Command Posts are not always activated for unit and campus level incidents. Coordination can be done directly from the CDT to On-Scene Incident Command.

   When activated, the Campus Command Post is responsible for:
   - Centralized coordination, communication, and information sharing with key stakeholders
   - Major policy and campus level decision making
   - Information sharing
   - Resource request management
   - Provision of broad direction and support from the On-Scene Incident Command

   Likewise, On-Scene Incident Command will seek guidance and approval from the Campus Command Post as needed.

   If the incident expands beyond the capability/scope of the Campus Command Post, or impacts multiple campuses, then the University Emergency Operations Center will be activated.

   The following figure shows the relationship between On-Scene Incident Command, Campus Command Posts, the University Emergency Operations Center, and Crisis Decision Teams.
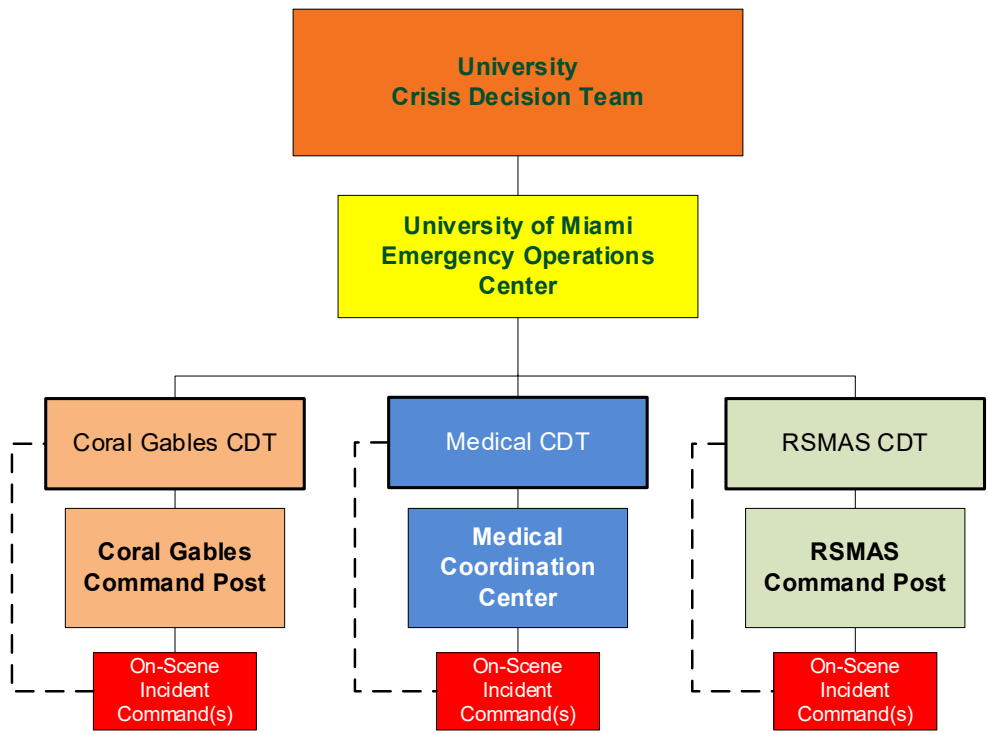
Figure 4 Organizational Authority

3. **Emergency Operations Center (EOC)**

The University Emergency Operations Center (EOC) is a command and control function staffed by leaders from across all of the University's campuses. The University of Miami Office of Emergency Management Director or designee will be the University EOC Director. It is only activated for the largest and most significant incidents, which exceed the response and recovery capabilities of a single campus.

When activated, the University EOC is responsible for command, including:
- Centralized coordination and communications
- Major policy-level decision-making
- Information sharing
- Resource request management
- Provision of broad support to Campus Command Posts.

The University EOC Director will seek guidance and approvals, as needed, from the University CDT. There are four EOC Activation levels.

- **Level IV Normal Operations**
  This is the normal day-to-day operational level for the University. 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.

- **Level III Monitoring Specific Threat**
  EM and the University CDT have identified an incident with potential for escalation and will monitor the situation. Command for the response will be managed by the Campus Command Post, Campus Emergency Management, and the Campus CDT.

- **Level II Partial Activation**
  Select components 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.

  The below figure visually depicts command and control structure for a partial activation of the University EOC.

Figure 5A EOC Organization Chart – Partial Activation

- **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.

  The below figure visually depicts command and control structure for a full activation of the University EOC.

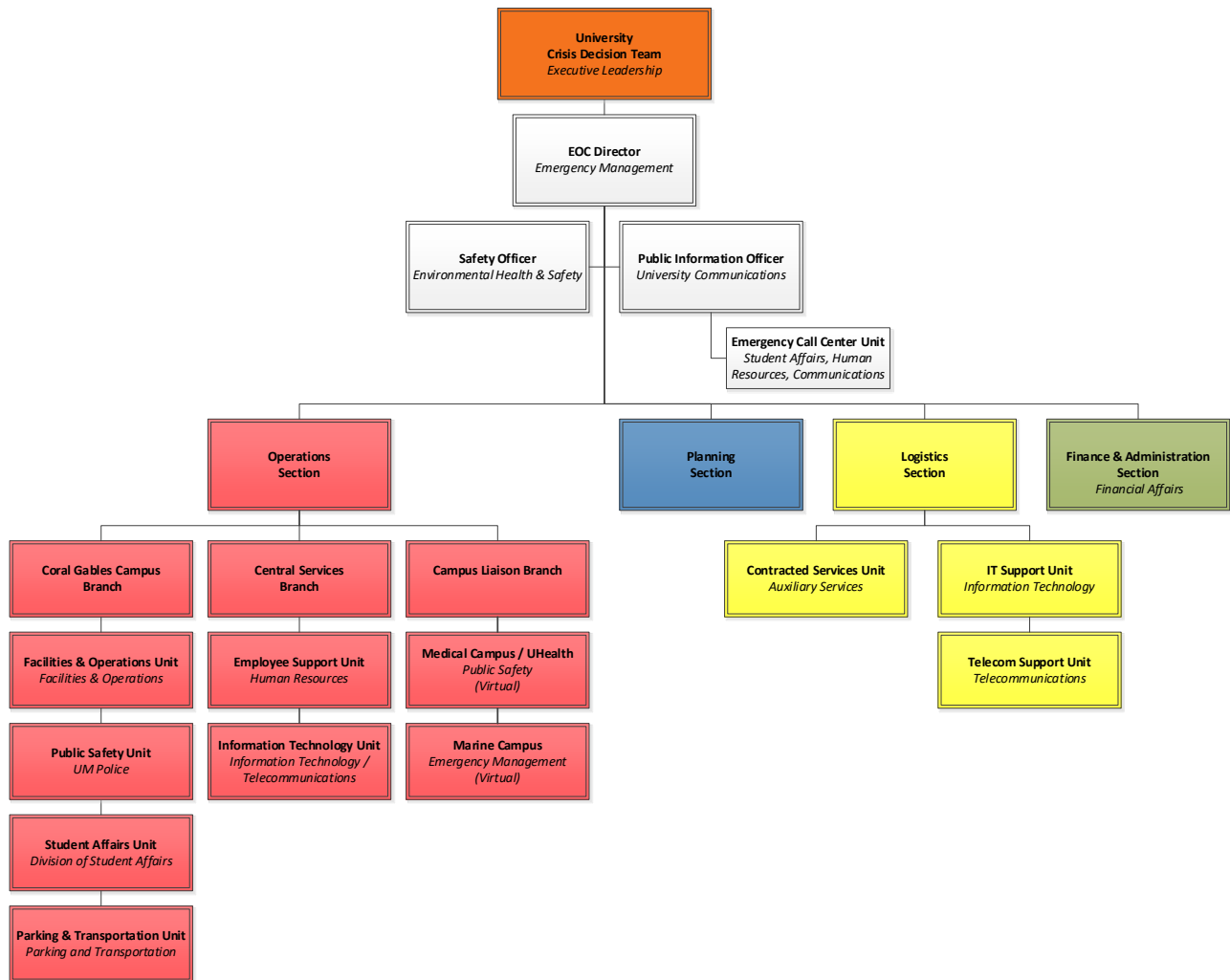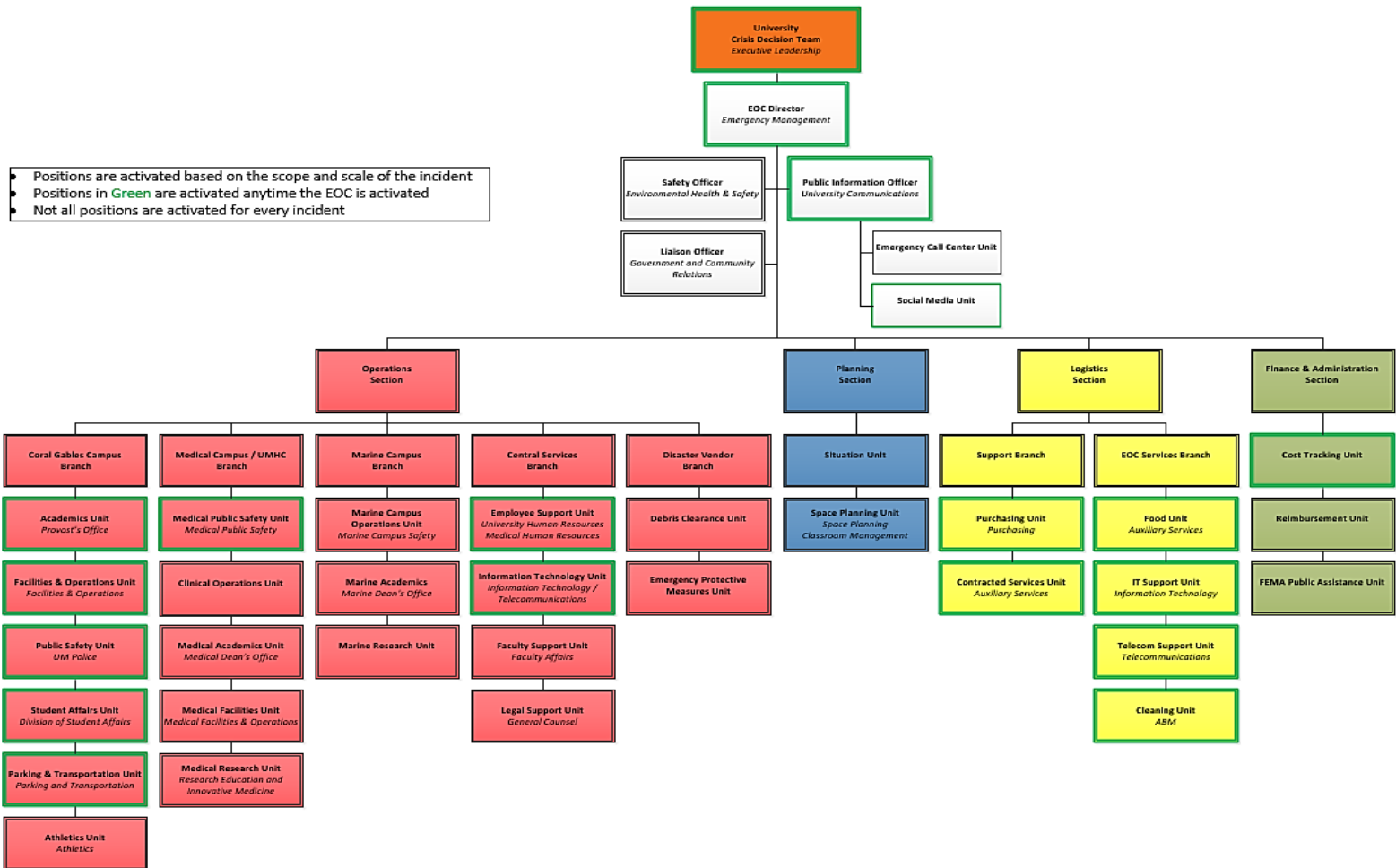**Figure 5B EOC Organization Chart – Full Activation**

X.   Response

A. Incident Types

Incident Type	Response Scope and Resource Demand
Unit Level	Incidents of this size require a level of assets or expertise that is available on scene or at a unit level. At this level: • An On-Scene Incident Command Post will be established in accordance with ICS. • The most qualified on-scene responder will generally assume the role of On-Scene Incident Commander. • Updates/information will be communicated to the campus Emergency Manager.
Campus Level	Incidents of this size require a level of assets or expertise that is available on-scene or at a unit or campus level. At this level: • An On-Scene Incident Command Post will be established in accordance with ICS. • A Campus Command Post may be established. • The Incident Commander will receive all major, campus wide decisions from the CDT. • The CDT (usually via the Emergency Manager) will be continuously updated on all incident matters.
University Level	Incidents of this size require a level of assets or expertise that is available at the University, state, or federal level. At this level: • An On-Scene Incident Command Post will be established in accordance with ICS. • A Campus Command Post and University Emergency Operations Center may be established. • Campus and University wide decisions will be issued by the Campus and University Crisis Decision Teams. • The CDTs (via the Emergency Manager) will be continuously updated on all incident matters.

Figure 6 University of Miami Incident Types, Response Scope, and Resource Demand

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 five response priorities listed below in order of importance:

• Priority 1: Life Safety
• Priority 2: Incident Stabilization
• Priority 3: Protection of University Assets and Facilities
• Priority 4: Maintain or Reconstitute Critical University Services
• Priority 5: Restoration of All University Operations

C. Threat Assessment

Public Safety Officials in coordination with University Leadership rapidly assess threats with the potential to affect life safety or operations on any campus or satellite location. Public Safety Officials will consult with partner local, state, and federal law enforcement and intelligence entities to evaluate the credibility of any threat received.

D. Notification and Warning

1. Emergency Notification Network

a. Pre-Scripted Alerts

Pre-scripted ENN alerts are distributed when there is a confirmed immediate life-threatening emergency on any campus. This is defined as any emergency on campus where there is confirmed ongoing loss of life or great bodily harm, or such is apparently imminent. Regardless of the campus on which the incident occurs, the entire University community will be notified.

b. Custom Alerts

For an incident classified as a potential life-threatening emergency, the campus and/or University CDT will convene to determine whether an ENN alert will be distributed. A potential life-threatening emergency is defined as any emergency where there is unconfirmed potential for loss of life or great bodily harm (nothing has actually taken place), or an incident that has potential to significantly impact campus safety or operations. See Section XII – Communication & Information for detailed information on the Emergency Notification Network.

Videos on what to do during specific ENN alerts can be accessed at miami.edu/enn.

2. Situational Awareness

a. Pending Impact

Upon notification of a pending impact to the University, Public Safety will begin an assessment and disseminate pertinent information. The information will be shared with University leadership and necessary members of the University community. Preparedness steps, class cancellation schedules, evacuation timelines, or other information will be shared as necessary.

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. EM will provide instructions on protective actions, safety and security steps to be taken immediately, and all-clear notifications. Information will also be provided to the Crisis Decision Teams to facilitate timely and accurate decisions (see IX. – E. Command and Control, for information on CDTs).

c. Post-Impact

After a disaster or emergency situation has passed or been contained, Emergency Management will provide real-time information to the University community on response operations, recovery steps, and re-entry timelines. Emergency Management will continue to collect information regarding the incident and disseminate it to the proper populations and decision makers 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 would place considerable strain on public transportation and transportation infrastructure, and therefore would only be issued as a last resort. When possible, an evacuation will be coordinated with local and County EM authorities. See the campus specific response plans for detailed evacuation procedures.

2. Shelter-In-Place

Shelter-In-Place is the immediate securing of students, faculty and staff in the building or area 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.

3. Temporary Closures

Temporary closure is the cancellation of all non-critical functions and events for a specific period of time. 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. 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 emergency workforce personnel should remain on campus unless they are ordered to leave by Campus Public Safety, Campus CDT, or local emergency response agency personnel.

F. Emergency Workforce Employees

Emergency workforce employees are required to perform duties as directed by their supervisor before, during, and after a disaster. These duties may not be consistent with normal, daily responsibilities. Employees who are designated as part of the emergency workforce will be pre-identified in Workday by their managers. These employees address unmet personnel needs and may either undertake disaster specific roles or may continue in their daily, job-specific roles. Emergency workforce employees will always remain a part of their non-disaster team/unit.

Not all roles and/or employees deemed part of the emergency workforce will be activated during every emergency or disaster. The specific circumstances surrounding the threat or incident will dictate which employees are required to continue working. Managers are responsible for communicating specific disaster work assignments to emergency workforce employees. The decision to designate an employee as part of the emergency workforce should not be based solely on a hurricane situation, but should be based on all types of emergencies and disasters within the University's hazard/threat profile (see Section V – A. Hazard & Vulnerability Analysis). The following guidelines should be used to identify emergency workforce employees:

- Any personnel directly supporting critical functions identified in the unit UReady Plan (www.miami.edu/uready) as Critical 1 (Must Continue) or Critical 2 (Must Continue, Perhaps in Reduced Mode)
- Any employee assigned to positions which operate around the clock
- Any employee directly involved with:
  o Protection of life and property (i.e. police, public safety)
  o Patient care (i.e. nurses, hospital technicians)
  o Maintaining or monitoring facilities and systems which support critical functions as identified in unit UReady Plans (i.e. physical plant, IT support)
  o Ensuring the continuation of critical University operations (payroll, purchasing)
  o Attending to the critical needs of students

For advance notice emergencies and disasters with the potential for impacts over an extended period, emergency workforce employees may be broken into two groups: "A" and "B". Group A consists of personnel who report for duty prior to the onset of impacts, and work during the incidents or are on-campus and remain staged and awaiting deployment. Group B consists of personnel who will relieve Group A when conditions allow employees to safely return to work.

G. University-Wide Volunteer Support
'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 may be activated during any incident affecting the University to support in any area within their scope of training.

H. Resource Request Process During Declared Emergencies

During emergencies resource requests will be filled through existing contracts or mutual aid agreements when possible. 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 or University EOC. 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.

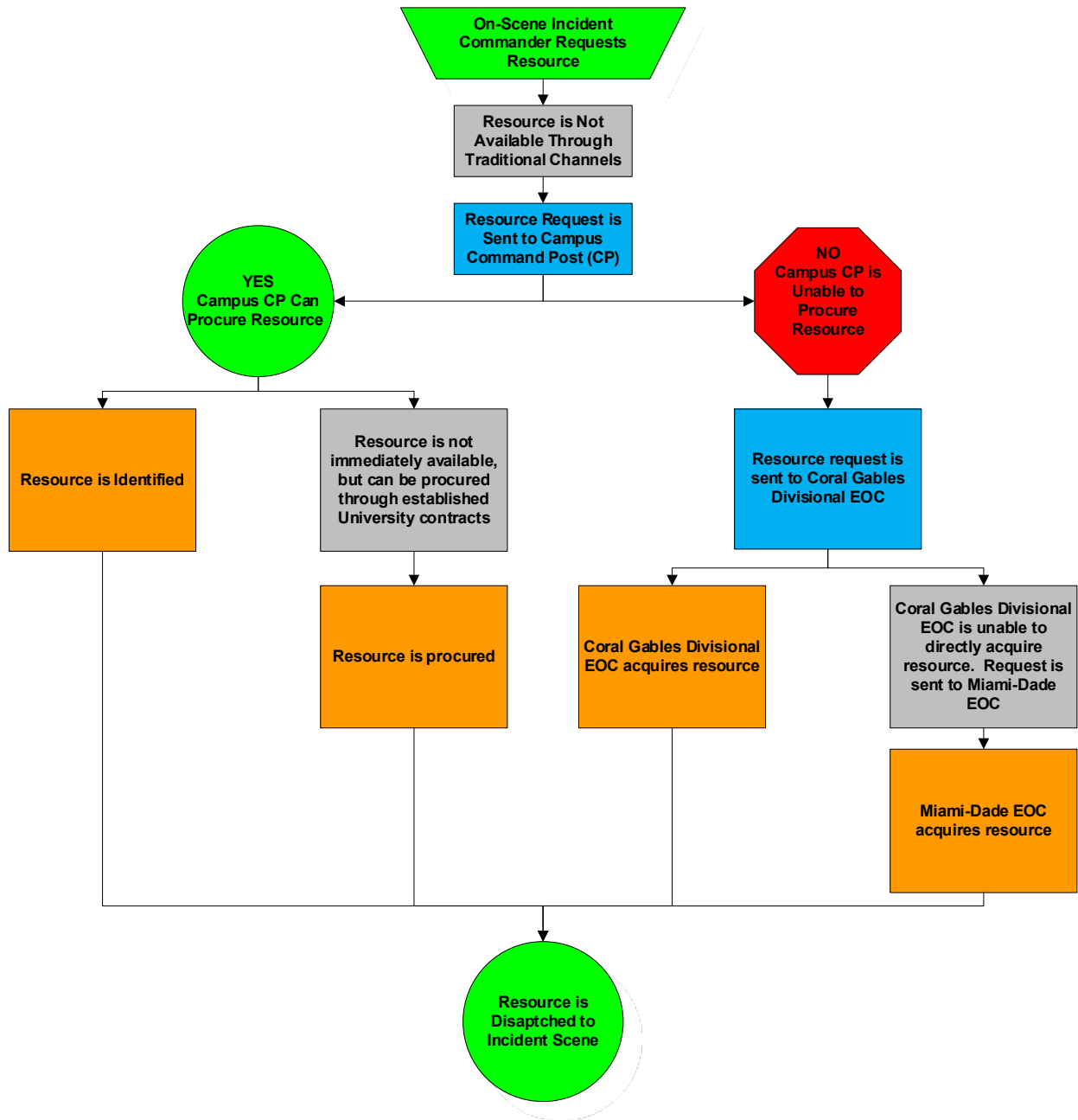The graphic below depicts the resource request process during declared emergencies.

Figure 7 Resource Request Process During Declared Emergencies

I. Damage Evaluation

Each campus will has a Damage Evaluation Task Force that is responsible for conducting a preliminary damage and safety evaluation of the campus after an emergency or disaster. The Task Force will not initiate operations until the order is issued by the Crisis Decision Team. The Task Force will initially focus on providing a broad snapshot of impacts sustained at a campus level. Support will be provided based on resources available and recovery priorities identified by the CDT.

Department heads should assess any damage to their workspaces/unit once campus re-entry has been allowed. All evaluators will use the Damage Evaluation Form to document all impacts. More information, including a copy of the form, are available in the campus specific response plans.

Risk Management is responsible for the completion of FEMA claim forms, the coordinating of data collection from all departments, and auditing 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.

J. Situation Report Updates

All major units with representatives on the CDT for each campus must provide a situation report to the Command Post no later than 3:00 PM each day that the Command Post is activated. Theses situation reports should include:
- Current Response / Recovery Actions
- Operational Status (impacts to labs, offices, clinical areas, etc.)
- Significant Events
- Personnel / Staffing Issues
- Resource(s) Requested

XI.　　　Recovery

Recovery is the process of returning to normal operations after a disaster or emergency incident. Some areas and units of the University may transition to recovery more quickly than others. The transition to recovery should not be delayed because other areas have not completed response operations, except in the case where both areas require the same resource(s). In this case, response requirements always precede those of units in recovery.

A. Utilizing UReady Continuity Plans

UReady plans are designed to support a unit's ability to restore or sustain critical operations following an emergency or disaster impacting their space, employees, equipment, and information. Well-developed UReady Plans include:
- Employees who may work from home
- Minimum requirements for continued operations
- Emergency contact information for employees
- IT systems required to support critical operations
- An overview of critical equipment and supplies
- Methods for coping when lacking key resources
- Photo documentation of all work spaces and equipment

B. Short-Term Recovery

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

1. **Re-Entry**
   After it has been determined that a campus or specific building is safe for re-entry, faculty and staff designated as part of the emergency workforce will be allowed to return. Emergency workforce personnel must be pre-designated by their supervisors within Workday prior to re-entry (see Section X – F. Emergency Workforce Employees). Extreme caution will be exercised when initially entering all facilities and safety hazards must be immediately reported to Public Safety. Photos should be taken of all workspaces prior to initiating cleanup or recovery operations. Non-emergency workforce personnel will not be allowed on campus until it has been deemed safe and the CDT determines the campus is prepared to resume normal operations.

2. **ID and Access Control**
   During an incident or disaster event, official University/Campus issued ID cards/badges will be used as the primary means for identification and access to University facilities and property by students, faculty, and staff. No access will be granted without proper ID. All vendors and contractors working on-campus during an emergency must be uniformed or display company identification.

3. **Debris Removal – FEMA Category A**
   An incident may cause a significant amount of debris to accumulate in and around the impacted area, especially on roadways. The University is responsible for debris removal from campus roadways and other private areas. The University has competitively bid contracts with outside vendors who are responsible for debris removal and monitoring.

   Miami-Dade County and municipalities are responsible for debris clearance on public roadways within their jurisdiction.

4. **Emergency Protective Measures – FEMA Category B**
   Emergency protective measures are taken before, during, and after a disaster to eliminate/reduce an immediate threat to life, public health, or safety. Protective measures also serve to eliminate/reduce an immediate threat of significant damage to public and private property through cost-effective measures. The University has emergency protective measure contracts in place for all three campuses.

   Emergency Purchase Orders may also be utilized to procure resources and services that cannot be provided by these vendors. All requests for resources from an emergency protective measures vendor or via an emergency purchase order must be routed through the Campus Command Post or University EOC. See the campus specific response plans for more information.

5. **Short Term 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.

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. View the campus specific response plans for a list of alternate work sites.

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. When necessary, specific guidance will be provided to all units 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 when repairs become permanent rather than temporary. After critical functions are restored and affected populations have returned, the University must rebuild the campus and infrastructure to a pre-event or improved level.

1. **Permanent Repair, Demolition, and Reconstruction**
Permanent repairs restore, reconstruct, or replace facilities to pre-disaster conditions, and must be approved by Risk Management and completed in accordance with University procurement procedures. If required, long-term closure, demolition, and reconstruction of impacted facilities will be coordinated by the Facilities Operations and Planning Division. Units in affected locations may be permanently moved if necessary.

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 based on impacts sustained and the anticipated timeline for the resumption of operations. Decisions for long-term closure would be made by University leadership after careful consideration.

XII.   Communications & Information

Communications is one of the most vital aspects of emergency management. The University of Miami maintains a number of communications systems to ensure redundant, interoperable communications. UM possesses a variety of communications tools to provide alerts, warnings, and emergency information and instructions to University populations, as well as methods to enable communication amongst key emergency response personnel.

A. Timely Warnings

In accordance with the Clery Act (20 USC 1092.UM), the University of Miami provides timely warnings of all reported crimes that occur on or near campus and represent a serious or continued threat to students and employees. A Timely Warning Policy has been developed to aid in the prevention of crimes. For a more detailed explanation see the Timely Warning Policy:

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 used to provide rapid community notification of significant emergencies or dangerous situations involving an immediate threat to the health or safety of campus members. 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
- Messaging via Voice over IP (VoIP) phone displays and speakerphones
- Emergency Information Hotline Messages
- Additional campus based systems

C. Emergency Contact Information

1. Faculty and Staff

Faculty and staff must keep all their emergency contact information up-to-date within their Workday profile, accessible at workday.miami.edu. For instructions on updating/changing contact information in Workday, visit
https://workday-hr.it.miami.edu/training/workday-hr/tip-sheets-and-tutorials/personal-information/index.html

2. Students

Students must keep their emergency contact information updated via CaneLink at https://canelink.miami.edu. For instructions on updating/changing contact information in CaneLink, visit
https://canelink.it.miami.edu/faq/student/index.html

3. Unit Calling Trees

All managers should maintain a complete unit calling tree including names, addresses, and phone numbers for all employees in their units. These calling trees should remain updated and accessible at all times. Each unit should designate responsible individuals to maintain digital and print copies of their calling trees. See the Emergency Preparedness Website for more information.

D. External Communication Tools:

1. Social Media

UM maintains emergency management accounts 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 Emergency Notification Network. EM utilizes Instagram to promote general preparedness and situational awareness, but emergency information is not automatically posted on this platform.

- Facebook (www.facebook.com/UMiamiENN)
- Twitter (www.twitter.com/UMiamiENN)
- RSS (www.getrave.com/rss/miami/channel1)
- Instagram (www.instagram.com/UMiamiENN)

2. University Email Listservs

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 as a supplemental method 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. The individual campuses also have their own hotlines to provide specific information (see the campus specific response plans).

4. **UMiami Mobile App**
   The UMiami Mobile App can be downloaded to most mobile devices (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).

5. **WVUM (90.5 FM) Radio**
   Emergency Management has an agreement with WVUM to allow emergency information to be distributed via the radio system on the Coral Gables Campus.

6. **Television Emergency Alert System (EAS)**
   All cable television feeds on the Coral Gables Campus 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. 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.

7. **Website**
   The University of Miami Website: During an emergency at the University of Miami, the main University website, and all corresponding pages, will include prominent banners with incident specific information.

   Emergency Preparedness Webpage: The Emergency Preparedness Webpage contains information regarding what to do before, during, and after emergencies, information about the ENN, and information about the Office of Emergency Management. Like other University of Miami webpages, the Emergency Preparedness Webpage will include prominent banners with incident specific information during emergencies.

E. Internal Communication Tools:

1. **Conference Bridges**
   UM maintains designated emergency conference bridges for coordination and information sharing during a disaster or emergency incident.

2. **Government Emergency Telecommunications System (GETS)**
   The Government Emergency Telecommunications System (GETS) allows designated, critical UM employees to communicate in an emergency when demand exceeds capacity of normal phone systems.

3. **WPS**
   Wireless Priority Service (WPS) allows designated, critical UM employees to communicate in an emergency by providing priority access and prioritized processing in all nationwide and several regional cellular networks, greatly increasing the probability of call completion. WPS is free for Verizon, AT&T, T-Mobile, Sprint, and US Cellular customers.

   The Dialer App for Android and Apple Devices greatly simplifies making a GETS, WPS, or GETS/WPS combined call. It is available for Apple Devices in the Apple App Store by searching PTS Dialer. The Android version is available at http://gets-wps.csgov.com/apps.

4. **FirstNet**
   FirstNet is an independent authority within the National Telecommunications and Information Administration to provide public safety personnel with a nationwide, high-speed, broadband network dedicated to public safety. It allows designated, critical UM employees to communicate with priority and preemption when network demand exceeds capacity as a result of an incident.

5. 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.

6. Satellite Phones

UM has portable satellite phones that may be distributed before an incident that may reasonably lead to system failure, or immediately after, and 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 the campus specific response plans.

7. WebEOC

The University of Miami has access to Miami-Dade County's instance of WebEOC which is a web-based virtual Emergency Operations Center (EOC) system that allows for communications within and between all levels of command (see section IX – G. Command Locations). All Command Post and Emergency Operations Center representatives are expected to use this tool during activation.

Additionally, the University has its own WebEOC with the following boards:

- University After Action Report
- University Building Status
- University EOC Timeline
- University File Library
- University Incident Reference
- University Links
- University Position Log
- University Press Release
- University Resource Request/Mission Task

- University Resource Request/Mission Task – Master List
- University Road Closures Board
- University Significant Events
- University Situation Report
- University Special Events Board
- University Status

XIII.   Administration, Finance, and Logistics

A. Financial Tracking

It is the policy of the University of Miami 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 University EOC/Campus Command Post is responsible for tracking of overall expenditures and costs associated with an emergency or disaster. The Finance/Administration Section will also support risk management as they review and submit all claims.

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.

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. More information is available in the campus specific response plans.

C. Procurement

The University of Miami Purchasing Department provides purchasing cards (PCards) to units and select individuals. PCards are corporate MasterCards with a $2,500.00 single purchase limit and $10,000.000 monthly limit. PCards may be used for small emergency purchases. If items are over the $2,500.00 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. Reimbursement

For declared disasters (by US Presidential declaration), the University may be eligible for financial reimbursement for costs incurred and damages sustained before, during, and after 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 – cost for Emergency Workforce Employee time (payroll)
- Force Account Equipment – University owned equipment used in response and recovery operations
- Materials and Supplies – materials and supplies used in response and recovery operations, whether used from stock or purchased
- Contract Work – includes eligible work performed by contractors

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: Water Control Facilities
- Category E: Buildings and Equipment
- Category F: Utilities
- Category G: Parks, Recreational Facilities, and other Facilities

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 can be obtained by contacting Risk Management.

E. Existing Contracts

UM maintains a comprehensive list of established 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 response plans.

F. Emergency Workforce Personnel & Disaster Pay

An emergency workforce 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 emergency workforce personnel, employees are exempted from any general policy for closing and work release.

The University Declared Emergency, Employee Rights, and Compensation Policy provides information on 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.

XIV.   Partnerships

The University's three main campuses and satellite facilities are serviced by multiple law enforcement and fire rescue agencies. UM is committed to enhancing collaboration and communication with these agencies to avoid duplication of efforts and to 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. The two entities have worked together on a number of exercises and coordinated response activities during real-world incidents.

1. **Miami-Dade County Office of Emergency Management (OEM) / Emergency Operations Center (EOC)**
   The Miami-Dade County Office of Emergency Management, and the Emergency Operations Center (EOC), provides 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 Florida Department of Health in Miami-Dade County 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.

3. **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.

4. **Healthcare Preparedness Coalition**
   The University of Miami Hospitals and Clinics are members of the County's Healthcare Preparedness Coalition 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.

5. Municipalities

UM's three main campuses fall in different jurisdictions including Coral Gables, Miami, and unincorporated Miami-Dade County. Campuses and clinics span across Miami-Dade, Broward, Collier, Monroe, and Palm Beach Counties. 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 are the primary means through which this is accomplished. 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.

Virtual Fusion Center

The Virtual Fusion Center system, coordinated by the RDSTF, is a web-based tool designed to facilitate communication and information sharing between all RDSTF members for emergency/disaster preparedness and response. All Emergency Management personnel have been granted access to the Virtual Fusion Center.

C. National Weather Service (NWS)

The University is a member of the National Weather Service (NWS) Forecast Office Miami – South Florida Emergency Management group. When weather emergencies/disasters are threatening or experienced, the NWS 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 forecasting meteorologists. All Emergency Management personnel at each campus are registered with NWS.

D. Federal Agencies

The University is a partner of the Department of Homeland Security (DHS) and Federal Emergency Management Agency (FEMA). UM also works with the Federal Bureau of Investigation (FBI) and National Counterterrorism Center. Bi-directional communications occur regularly, as well as during times of emergency/disaster.

National Terrorism Advisory System (NTAS)

This system 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.

E. National Intercollegiate Mutual Aid Agreement (NIMAA)

The National Intercollegiate Mutual Aid Agreement (NIMAA) provides a framework for providing / receiving assistance between institutions of higher education that are signatories of the agreement. The University of Miami became a NIMAA signatory on July 28, 2015.

XV.   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 Response Plans
B. Miller School of Medicine & UHealth Response Plans
C. Rosenstiel School of Marine and Atmospheric Science (RSMAS) Response Plans

XVI.   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. Supporting Policies, Procedures, and Documents
B. Campus Crisis Decision Team (CDT) and University-Wide Crisis Decision Team (CDT) Members
C. Emergency Contact Phone List
D. Emergency Management Phone Numbers
E. University State of Emergency Declaration Form

XVII.   Campus Crisis Decision Teams (CDTs)

A. Coral Gables Campus Crisis Decision Team
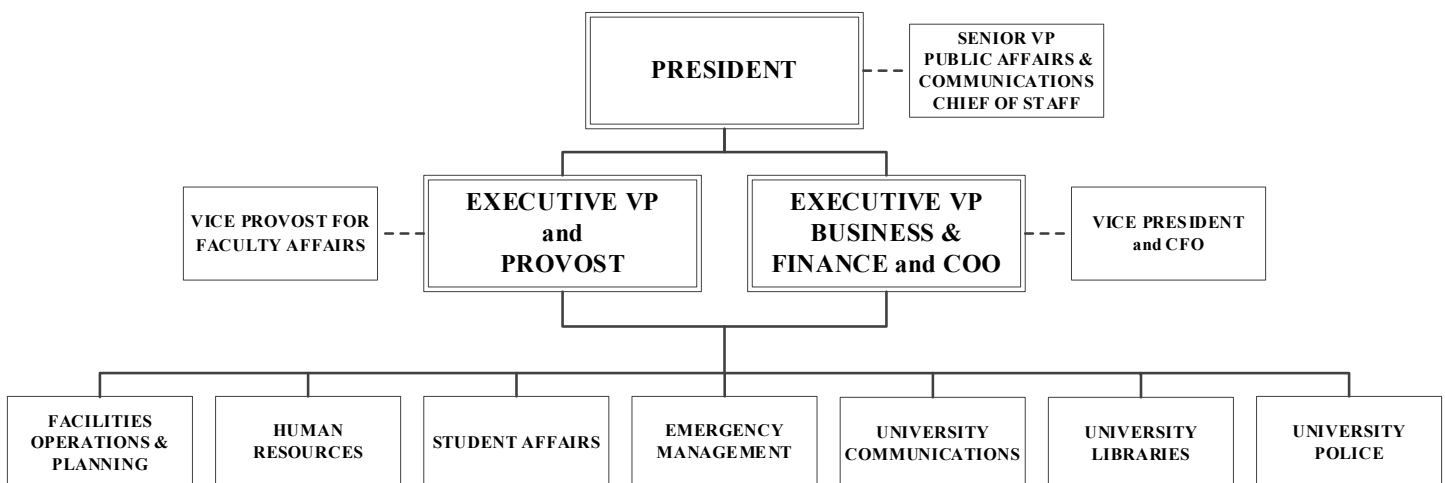
B. Medical Campus Crisis Decision Team

```
                          ┌─────────────────┐      ┌──────────────────────┐
                          │    PRESIDENT    │------│     SENIOR VP        │
                          │                 │      │ PUBLIC AFFAIRS &     │
                          └─────────────────┘      │ COMMUNICATIONS       │
                                                   │ CHIEF OF STAFF       │
                                                   └──────────────────────┘
```

EXECUTIVE VICE PRESIDENT AND PROVOST	EXECUTIVE VP OF HEALTH AFFAIRS / UHEALTH CEO	EXECUTIVE VP OF BUSINESS & FINANCE / COO

DEAN OF THE MILLER SCHOOL OF MEDICINE	UHEALTH VICE PRESIDENT & COO

ENVIRONMENT OF CARE COMPLIANCE / HOSPITAL SAFETY	FACILITIES & OPERATIONS	MEDICAL PUBLIC SAFETY / EMERGENCY MANAGEMENT	HUMAN RESOURCES	INFORMATION TECHNOLOGY	MEDICAL COMMUNICATIONS

CLINICAL OPERATIONS	CONSTRUCTION	FACULTY AFFAIRS	MEDICAL EDUCATION	NURSING	SATELLITE CLINICS	UHEALTH ONCOLOGY SERVICES / SCCC

C. Marine Campus Crisis Decision Team

PRESIDENT

EXECUTIVE VP & PROVOST	EXECUTIVE VP OF BUSINESS & FINANCE & C.O.O.

DEAN OF RSMAS	ASSOCIATE DEAN OF INFRASTRUCTURE

BUSINESS & FINANCE	COMMUNICATIONS	CSTARS	EMERGENCY MANAGEMENT	FACILITIES & OPERATIONS	HUMAN RESOURCES	INFORMATION TECHNOLOGY	MARINE OPERATIONS

ASSOCIATE DEAN OF GRADUATE EDUCATION	ASSOCIATE DEAN OF PROFESSIONAL STUDIES	ASSOCIATE DEAN OF RESEARCH	ASSOCIATE DEAN OF UNDERGRADUATE EDUCATION	BUSINESS OFFICE
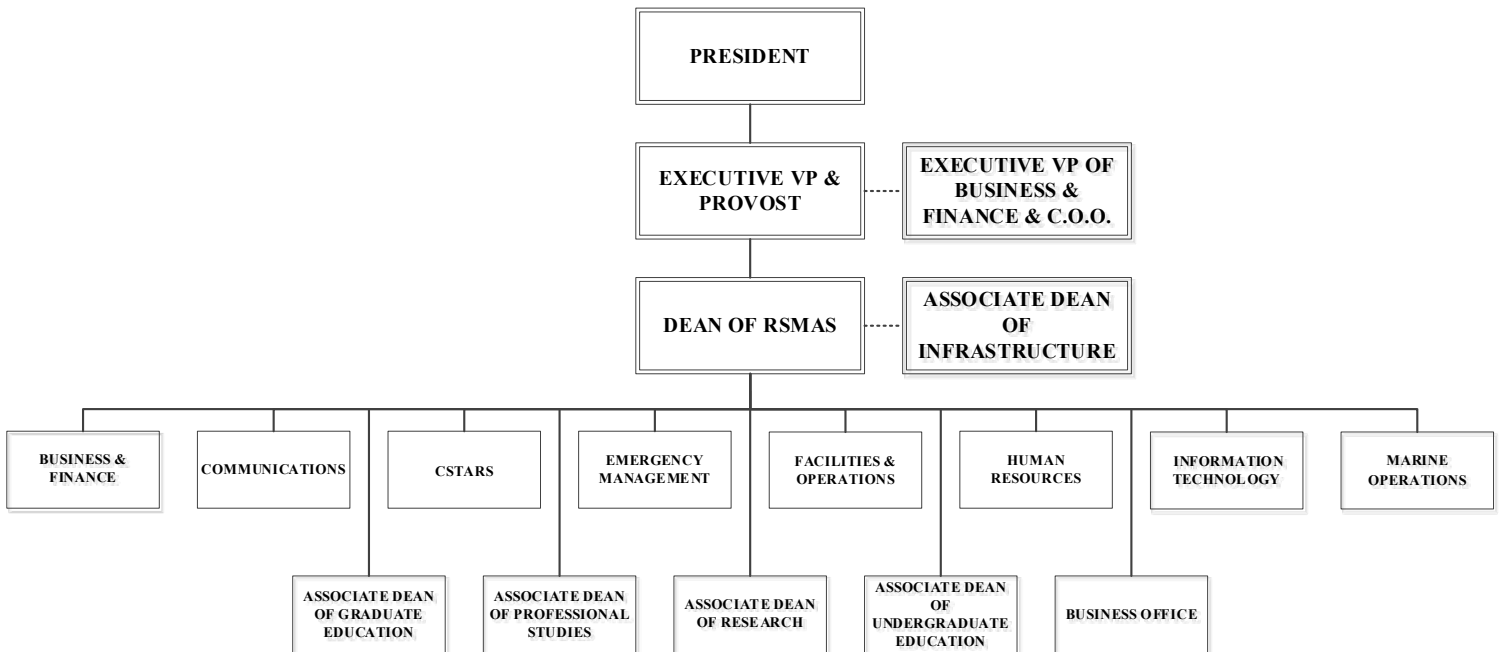
XVIII.   Acronyms

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

XIX.   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:

Activation	When the Comprehensive Emergency Management Plan has been implemented, whether in whole or in part. Also, applies to activating the Emergency Operations Center.
After Action Report (AAR)	A method of identifying and tracking the correction of key issues in an operation or exercise after it has been completed. An AAR may contain statements of Lessons Learned and recommended changes in plans, training, and resources.
Comprehensive Emergency Management Plan (CEMP)	A CEMP contains policies, authorities, concepts of operations, legal constraints, responsibilities, and emergency functions to be performed in any incident. More specific agency and response plans are developed from this strategic document.
Continuity of Operations Planning (COOP)	The internal efforts of an agency or other entity to ensure continuance of its minimum critical functions across a wide range of potential emergencies.
Damage Evaluation	The process of appraising or determining the number of injuries and deaths, damage to property, and the status of key facilities and services (i.e. hospitals, roadways) resulting from a disaster.
Declaration	1 – The formal action by the President to make a state eligible for major disaster or emergency assistance. 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.
Disaster/Emergency Incident	Any occurrence of widespread or severe damage, injury, or loss of life/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.
Emergency	An unexpected situation or event, which places life and/or property in danger and requires an immediate response to prevent further loss (i.e. fires, radiation incidents, civil disturbances).
Emergency Management	The preparation and administration of all emergency functions to minimize injury, repair damage, and to provide support for rescue operations resulting from disasters.
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 coordination and guidance of 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 commonly required during the immediate response phase of an incident in order to save lives, protect property, and to maintain public health and safety. 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 individual components and capabilities. Exercises may be used to identify areas of strength and weakness in any emergency plan (CEMP).
Facility	Any publicly or privately owned building, works, system, or equipment, or an improved and maintained natural feature. Land used for agricultural purposes is not a facility.
Federal Emergency Management Agency (FEMA)	FEMA's primary purpose is to coordinate the response to a disaster that has occurred in the U.S. and that overwhelms the resources of local and state authorities. FEMA also plays a role in preparedness and mitigation efforts.
Force Account	An applicant's own labor forces and equipment.
Geographic Information System (GIS)	A GIS is a computer system for capturing, storing, checking, and displaying data related to positions on Earth's surface. GIS can show many different kinds of data on one map to support situation reporting, damage prediction, estimation and assessment, resource management, information exchange, situation analyses and operating center displays.
Hazard	A situation or condition that presents the potential for causing damage to life, property, and/or the environment.
Hazard Mitigation	Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.
Hazard-Specific Guideline (HSG)	Guidelines that serve as the basis for effective response to any specific hazard and facilitate integration of mitigation into response and recovery activities.
Hazard Vulnerability Analysis (HVA)	A structured approach to evaluating adverse events or conditions that could disrupt operations. The analysis identifies and prioritizes events based on three categories: probability (of occurrence), risk (severity/impact), and preparedness. The priorities defines how the organization should focus and resources for emergency planning.
Hazardous Material (HAZMAT)	Material and products 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) reactive. They require special handling due to hazards to public health, safety, and/or the environment.

Hurricane	A tropical cyclone in which the maximum sustained surface wind (using the U.S. 1-minute average) is 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.
Hurricane Advisory	Official information issued by warning centers describing all hurricane watches and warnings in effect, along with details about location, intensity, movement, and preparatory actions.
Hurricane Warning	A warning that sustained winds of 74 mph or higher associated with a hurricane are expected in a specified coastal area in <u>36 hours or less</u>.
Hurricane Watch	An announcement for specific coastal areas that hurricane conditions are possible <u>within 48 hours</u>.
Incident	A definite and separate occurrence. Usually a minor event or condition that is a result of human error, technical failure, or environmental condition. An incident or event typically interrupts normal activities. Note: incidents may or may not lead to accidents, events, or disasters.
Incident Command System (ICS)	A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.
Incident Commander	Under ICS, the person assigned to have overall responsibility for the response to an incident.
Interoperability	The ability of systems, units, or agencies to provide services to and accept services from each other to work together effectively.
Job Aids	Worksheets, lists, decision tables, maps, illustrations, etc. that help people accomplish a specific task.
Liaison/Liaison Officer	Under ICS, an agent or representative who facilitates interagency communications and coordination. Liaison and Liaison Officer may be used interchangeably. Multiple Liaisons from various agencies may be present at an incident.
Logistics	The procurement, maintenance, distribution, and transportation of material, facilities, services, and personnel.
Mass Care	Actions taken to protect evacuees and other victims from the effects of a disaster. Actions may include providing shelter, food, medical care, clothing, and other critical life support needs.
Memorandum of Understanding (MOU)	A written understanding between two or more entities obligating assistance during a disaster.
Mutual Aid	Between entities, the pre-arranged rendering of services in terms of human and material resources when critical resources of one party are not adequate to meet the needs of a disaster/emergency.
Mutual Aid Agreement (MAA)	A written understanding between two or more entities obligating assistance during a disaster.

National Incident Management System (NIMS)	As the operational arm of the National Response Plan (NRP), NIMS provides a consistent nationwide approach for agencies to working effectively and efficiently to prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity.
National Response Plan (NRP)	The NRP is a single all-discipline, all-hazards plan which lays out a national framework for domestic incident management and applies to Incidents of National Significance.
Personal Protective Equipment (PPE)	Equipment to protect a person working in a hazardous environment.
Point of Distribution	A location, facility, or agency assigned to dispense/distribute disaster response resources such as water, food, prophylaxis, etc.
Preliminary Damage Assessment (PDA)	An assessment of the impact and magnitude of damage and the resulting unmet needs of individuals, units, and the community as a whole. Information collected may be used as a basis for a Presidential emergency declaration and by FEMA.
Public Information Officer (PIO)	Under ICS, an official responsible for preparing and coordinating the dissemination of emergency public information.
Radio Amateur Civil Emergency Service (RACES)	A volunteer organization of amateur radio operators, licensed by the Federal Communications Commission (FCC), that provides auxiliary emergency communications.
Recovery	The long-term activities beyond the initial crisis period and emergency response phase that focus on returning all systems to a normal status or to a new condition that is less vulnerable.
Resources	Personnel and equipment, supplies, and facilities available for assignment to incident operations and for which status is tracked.
Response	The emergency response period begins with the detection of the event and ends with the stabilization of the situation following impact. These efforts protect the people, environment, and property—and also work to return the scene to normal pre-emergency conditions.
Saffir-Simpson Hurricane Damage Potential Scale	A scale that measures hurricane intensity and potential damage, developed by Herbert Saffir and Robert Simpson. Wind speed is the determining factor in the scale, which ranges from 1-5.
Section	Under ICS, the organizational level responsible 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.
South Campus	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.
Staging Area	A temporary site proximate to a disaster area where critical human and/or material resources, are gathered, assembled, and then dispatched. Preferred sites have well-functioning transportation and communication facilities, as well as nearby accommodations for staff.

Standard Operating Procedure (SOP)   A reference document that defines the purpose, authorities, duration, and details for the performance of a specific function.

State of Emergency   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.

Storm Surge   The wind-driven rise of tidal waters along the coastline that accompanies a hurricane or other intense storm. 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.

Terrorism   The use of – or threatened use of – criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation.

Tropical Storm   A tropical cyclone in which the maximum sustained surface wind speed (using the U.S. 1-minute average) ranges from 39 mph to 73 mph. A tropical storm is weaker than a hurricane.

Tropical Wave   A type of atmospheric trough (a elongated area of relatively low air pressure) that may produce significant shower and thunderstorm activity along its path.

Unified Command   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.

Volunteer   Under ICS, a volunteer is any individual accepted to perform services without compensation.

Vulnerability   Susceptibility to a hazard (physical injury or attack).

XX.   Plan Development and Maintenance

This plan, in conjunction with campus-specific response plans and unit plans, policies, and procedures, comprise the complete response structure used by the University of Miami for all disasters and emergency incidents. This document is prepared and maintained by the University of Miami Office of Emergency Management. Please direct any questions, comments, or feedback to the Office of Emergency Management.

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 response plans are also reviewed and attachments updated on a regular basis.

Emergency Management is authorized to make minor updates to the CEMP on an as needed basis with the approval of the Vice President of Facilities Operations and Planning.

This Page Intentionally Left Blank