



University of Miami

Disaster Preparation & Recovery Plan

Public Version

CONFIDENTIAL INFORMATION REMOVED [REDACTED]
CONTACT THE OFFICE OF EMERGENCY MANAGEMENT (PAGE 89) FOR ACCESS

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SECTION I – BASIC PLAN

MISSION STATEMENT

A management supported, cost effective and documented plan that provides university-wide capability for organized preparation and timely recovery from a major unforeseen disruption.



INTRODUCTION

The University of Miami Disaster Preparation & Recovery Plan is intended to prevent an operational outage in one area of the University from having a significant impact on the critical operations of other areas.

Each department/school/college/office within the University is responsible for reviewing and updating its unit plan annually, no later than December 1st of each year, so that a revision of this plan can be issued by June 1. Individual unit plans must be updated using the UReady online planning tool at www.miami.edu/uready.

Depending upon the nature and severity of the event, an Emergency Operations Center (EOC) will be activated. The dissemination of official communications will be conveyed through University Hotline telephone numbers, and will be updated by University Communications as necessary.

The President (or designee), in coordination with the Crisis Decision Team (CDT), will provide all instructions in order to insure maximum coordination. Depending on the severity of the event and the services available, directives (including declaration of the disaster, policies for preparing and recovering from the disaster, etc.) will be communicated to deans and vice presidents via text, email, telephone, or through a general coordination meeting. Deans and vice presidents will, in turn, convey directives and decisions to employees within their unit. Procedures for canceling classes, closing buildings, releasing employees, etc. will be outlined in this plan. Physical Plant, UGL-UNICCO, the Student Health Service, Housing, Food Services, and Telecommunications employees are exempted from any general policy for closing and work release. After a disaster, every employee has the responsibility to contact his/her department immediate supervisor to report his/her personal status and to find out when to report to work.

Although the plan is designed for continuation of essential operations based upon a "worst case" disruption (catastrophic disaster), elements of the plan can be easily used in the event of a less serious event.

Often, threats such as a major fire, flooding, civil disturbance, or deliberate human alteration of equipment or facility cannot be prevented, necessitating the implementation of this plan and temporary relocation of University operations.

Therefore, this plan is designed to provide timely, efficient, and controlled recovery and restoration of essential operations by reducing confusion during the chaotic period which typically follows such a disruption.



IMPORTANT NUMBERS

The University has established hotlines for each campus, maintained by University Communications and/or UM Police/Security. In non-emergency times, you will hear recorded information. When a campus emergency is declared, these lines will be activated and manned by live operators. Callers can obtain the most recent information on the situation and the University's status as to class cancellations, patient care, library and office closings, etc.

Hotlines

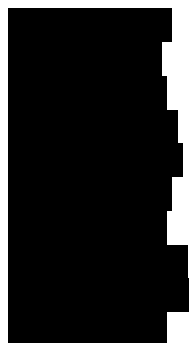
Coral Gables Campus/University-Wide	305-284-5151
Toll-Free	800-227-0354
Medical & South Campus	305-243-6079
Marine Campus	305-421-4888

Police/Security/Emergency Management

Coral Gables Campus (University Police)	305-284-6666
Medical & South Campus (Security)	305-243-6000
Marine Campus (Security)	305-421-4766 (office) or 305-710-7991 (cell)
Office of Emergency Management (OEM)	305-284-8005

Satellite Phones

Coral Gables Campus EOC
Medical Security Command EOC
Medical Dean's EOC
UM Hospital EOC
UMHC/Sylvester EOC
ABLEH/Bascom Palmer EOC
Dean Avissar (RSMAS)
Hans Graber (RSMAS)
Ramon Alfonso (RSMAS)
Scott Burnotes (OEM0)



UM Recover – Post Disaster Check-In Process

Immediately following any major disaster, students, faculty and staff should notify the University of their location and contact information by going to <http://recover.miami.edu>. All employees should contact their immediate supervisor as soon as possible to inform them of the status and receive unit specific recovery instructions.



EMERGENCY ORGANIZATIONAL STRUCTURE

Essential/Designated Employees

Employees are designated essential by their supervisor and directed to work during a crisis such as a hurricane. An *essential/designated* employee is required to perform duties as directed by their supervisor before, during, and after a crisis. These duties may not be consistent with normal responsibilities. Essential/designated employees may be listed in the unit disaster plan and/or designated by their supervisor at the time of or in preparation for the emergency. Hourly-paid personnel are subject to the disaster plan overtime policy.

Emergency/Disaster Pay Policy C007 - Revised 08/01/07

PURPOSE: To provide information relative to work schedule assignment and pay practices for regular full-time and part-time employees in the event of a University declared emergency and/or when President of the United States declares our location a natural disaster.

DEFINITIONS: Essential/Designated Employees. Those employees designated essential by their supervisor and directed to work before, during and/or after an emergency or natural disaster. They are required to perform duties assigned by their supervisor that may not be consistent with normal responsibilities or work schedules during the declared emergency.

POLICY: This policy provides for pay continuance during a period of time (to be defined by the President or designee) when a University or federal declared emergency or natural disaster prevents employees from performing their regular duties. In the event of a “non-University” declared emergency/natural disaster and the University (or specific units within) remains open for business, employees who are unable to report to work must use accrued vacation and/or floating holiday time to remain in pay status.

Human Resources is responsible for administering this policy once the University announces closure due to an emergency/natural disaster. Official announcements regarding both the closing and re-opening of the University will occur through various internal modes of communication and through broadcast news media, as appropriate. Employees are to listen to appropriate news stations and use the University Hotline for updated information during the period of closure.

Hospitals, clinics, physical plant, Rosenstiel Campus, and special service area employees are to follow the specific guidelines governing their work location. These guidelines may be obtained from the department head or administrator.

Supervisors have responsibility for scheduling adequate staffing before, during, and after the emergency/natural disaster period and for determining which employees are to be determined essential/designated. Persons "in charge" of department operations are to be identified and listed in the University's Business Continuity-Disaster Recovery Plan. Essential/designated employees are to be reminded of their status on a regular basis and the department is responsible for maintaining an accurate and updated listing of these employees. Supervisors are to remind these employees of the necessity to secure their own property.



Supervisors will advise those employees who are expected to report to work during an emergency/natural disaster period.

During a hurricane “watch” period, supervisors are to remind essential/designated employees of the immediate need to secure their homes and prepare their families for the impending storm. It may be necessary to provide them with a few hours of advanced leave prior to the official closing of the University. However, they are expected to report to work prior to the closing.

Upon notice of official closing, non-essential/designated employees are to leave the University and not report for work until further notice.

While all eventualities and occurrences due to curfews, traffic bans, etc., that occur during an emergency/or natural disaster cannot be predicted or listed, a number of basic foreseen pay possibilities are set forth below.

PAY POLICIES (University declared emergency or natural disaster)

1. Employees who cannot leave work at the end of their shift may be permitted to continue working at their regular duties or may be assigned other duties relative to such an emergency, at the discretion of the department head.
2. Employees who are permitted to leave work early due to such an emergency/natural disaster affecting either the University, the employee's area of residence or personal property at their residence, will receive regular pay until the end of their regular work schedule. This time will be considered as Disaster Pay - 456.
3. Employees who are unable to report to work due to a University declared emergency/natural disaster may receive regular pay for a period of time authorized by the President or designee. This time will be considered as Disaster Pay - 456.
4. Employees living in such an emergency area (or if the University is located in such an area) who arrive late for work may be granted Administrative Leave to cover the period of tardiness. Employees must make every effort to inform their supervisor of an impending delay.
5. Employees on pre-approved vacation, floating holiday or approved leave will remain in that status unless a justifiable reason is presented for changing it to disaster pay and is approved by the appropriate human resources office.
6. Essential/designated employees expected to report for work will be governed by the following guidelines.

NON-EXEMPT (Bi-weekly) Employees

a). If an emergency is declared during an employee's normal working hours, ‘double time’ pay will be granted for all hours worked, including hours worked in excess of 40 in a work week, by essential/designated employees to become effective at the same time other non-essential/designated employees are released from work as described in Number 2 above. Supervisor will record hours worked as Disaster Double Time Pay – 460.

b). If an emergency is declared during an employee's normal off-duty hours, essential/designated employees are expected to report to work and perform emergency/natural disaster related duties. ‘Double time’ pay will apply to all hours worked, including hours worked in excess of 40 in a workweek, during the declared emergency/natural disaster period as determined by the University. Record hours worked as Disaster Double Time Pay – 460.



c). If an emergency is declared during an employee's normal work time, essential/designated employees are expected to remain at work and perform emergency/natural disaster related duties.

d). Duties performed by essential/designated employees are to be continued during the declared emergency/disaster period as determined by the University.

EXEMPT EMPLOYEES

Exempt employees, designated as essential/designated per this policy, do not receive overtime or double time pay for work performed during the emergency/natural disaster period. However, departments may compensate them by providing either some amount of "overload" pay, paid time off or a combination of the two. That determination is at the discretion of the vice president or dean in consultation with and approval by the appropriate Human Resources office.

1. Employees other than essential/designated personnel who report for work when the University has been officially designated as closed will receive regular pay. However, if their work is not considered emergency in nature, employees are to leave the University and not report for work until notified by the supervisor.
2. At the expiration of the University declared emergency/natural disaster, employees who are unable to return to work for reasons acceptable to the University may use accrued vacation or floating holiday pay to cover such absences.
3. In preparation for and upon return to work following a University declared emergency/natural disaster, employees may be asked to perform tasks which are outside of their regular duties.

Employees recently hired who are to start on a date when the University is closed during an event covered by this policy will be paid consistent with their offer of employment and as with other staff.

Employees who are on an approved leave during a time when the University is closed due to an emergency/natural disaster will remain in leave status. There will be no change in their leave status unless they can provide documentation to their supervisor about their inability to use the leave solely due to the emergency/natural disaster.

Eventualities not covered by these guidelines will be decided on a case by case basis by the appropriate Human Resources office.

Questions concerning pay procedures should be addressed to the appropriate Human Resources office. Employees are to call the University Hot Line or listen to radio or television stations to obtain information about the closing and reopening of the University.



Emergency Operations Centers

The University Emergency Operations Center (EOC) is located at the [REDACTED]

The Medical Campus EOC is located at Security Dispatch in the [REDACTED]

The Marine Campus/Rosenstiel School EOC is located in the [REDACTED]

Unit Command Centers

Individual campus units will also establish Command Centers to serve as coordination points for unit level response. These Command Centers will be established in the central office of each unit if conditions permit, or outdoors if required.

Crisis Decision Teams

Crisis Decision Teams (CDT) have been developed for each campus, as well as a University-Wide CDT. These teams are comprised of core groups of individuals for each campus who are responsible for directing emergency actions, campus closings, communications to campus, etc. in crisis situations.

The University-Wide CDT is a small group of individuals from each campus who are responsible for directing emergency actions, campus closings, notification to the University community, etc. in crisis situations. The CDT will conduct emergency meetings (some meetings may be conducted by telephone) to determine the course of action. Team members or alternates are on call at all times.

Emergency Advisory Committee

The Emergency Advisory Committee (EAC) consists of the University-Wide CDT, and those individuals with immediate responsibility prior to, during, and after a major disaster impacting the University and surrounding community are also part of the committee. This group of approximately 120 key administrators will be convened by the Office of Emergency Management (OEM) at the request of the President (or designee); meetings will be held at the [REDACTED], unless otherwise specified. If the [REDACTED] were to be destroyed, the [REDACTED] would be utilized for large meetings post-disaster.



CRISIS DECISION TEAMS

University-Wide	
Primary	Alternate
President (D. Shalala)	R. Fox
Provost (T. LeBlanc)	M. Diaz, W. Green, D. Birnbach
Senior VP, Business & Finance (J. Natoli)	S. Artecona
Senior VP, University Advancement (S. Gonzalez)	A. House
VP, Real Estate & Facilities (L. Marbert)	R. Jones, M. White
VP, Finance & Treasury (J. Shipley)	A. Matthews, I. Nunez
VP & General Counsel (A. Ugalde)	C. Augustyn, L. Dellinger
VP, Information Technology (S. Cawley)	T. Ramsay, J. George, S. Seruya
VP, University Communications (J. Menendez)	M. Winick
VP, Student Affairs (P. Whitely)	G. Arias
VP, Government Affairs (R. Fernandez)	JC. Del Valle
VP, Human Resources (N. Morris)	D. Wedderburn
AVP, Enrollment (S. Ingold)	J. Bauer, E. Gillis
AVP, Financial Operations (H. Speziani)	A. Orange, K. Capezzuto
Athletics (S. Eichorst)	T. Hernandez, S Waterfield, I. Stanley
Dean, Medical School (P. Goldschmidt)	W. Donelan, A. Artrip
Dean, Rosenstiel School (R. Avissar)	H. Graber
Dean, Arts & Sciences (L. Bachas)	C. Mallery
Dean, Business School (E. Anderson)	M. Robinson
Dean, Law School (P. White)	R. Matas, P. Gudridge
Dean, Nursing (N. Peragallo)	M. Alvarez, D. Ugarriza
AVP, Medical Communications (C. Morris)	L. Worley
RSMAS Communications (B. Gonzalez)	N/A
UM Police (D. Rivero)	R. Clusman
Webmaster , Communications (T. Ellenberg)	R. Yunk
Emergency Management (S. Burnotes)	J. Pepper

Coral Gables Campus	
Primary	Alternate(s)
D. Shalala	R. Fox
T. LeBlanc	M. Diaz, W. Green, D. Birnbach
J. Natoli	S. Artecona
L. Marbert	R. Jones, M. White
A. Ugalde	C. Augustyn, L. Dellinger
P. Whitely	G. Arias
H. Speziani	A. Orange, K. Capezzuto
S. Gonzalez	A. House, R. Fernandez
J. Menendez	M. Winick
S. Cawley	T. Ramsay, J. George, S. Seruya
D. Rivero	R. Clusman
S. Burnotes	J. Pepper
R. Sobaram	B. Espinosa

Medical/South Campus	
Primary	Alternate(s)
P. Goldschmidt	M. Robitaille
W. Donelan	E. Van der Put
R. Bogue	A. Harris
A. Artrip	R. Valdez, J. Pepper
W. O’Neill	N/A
M. Chulick	J. Liberto
M. Gittelman	R. Ballard, A. Degina, S. Falcone
J. McCafferty	J. Szapocznik
J. Zaias	T. Beaty
C. Morris	L. Worley
L. Gardner	R. Hernandez
B. Rohrer	F. Rodriguez
S. Keitz	N/A

RSMAS Campus	
Primary	Alternate
R. Avissar	H. Graber
R. Alfonso	M. Graham



EMERGENCY ADVISORY COMMITTEE

Unit	Primary	Alternate(s)
Disaster Team Leader	Larry Marbert	Scott Burnotes
Architecture	Elizabeth Plater-Zyberk	Denis Hector, Frank Martinez
Arts and Sciences	Leonidas Bachas	Charly Mallery
Athletics	Shawn Eichorst	Ira Stanley, Tony Hernandez
Auxiliary Services	Sandra Redway	Ana Alvarez, Lee Rapport (Dining)
Business Administration	Eugene W. Anderson	Mark Robinson
Business & Finance	Joe Natoli	Sarah Artecona
Communication	Gregory Shepherd	Paul Driscoll
Continuing Studies	Rebecca Fox	Mark Diaz, Magaly Abreu
Education	Isaac Prilleltensky	Shawn Post
Emergency Management	Scott Burnotes	John Pepper
Engineering	James M. Tien	Shihab Asfour, Paul Conover
Enrollment Management	Scott Ingold	Jim Bauer, Ed Gillis
Facilities (CG),	Mike White	James Sprinkle
Facilities (Med),	Ron Bogue	Alan Harris
Facilities (RSMAS)	Ramon Alfonso	Malcolm Graham
Faculty Senate	Richard Williamson	Sherrill Hayes, Rene Sacasas
Financial Operations	Humberto Speziani	Andrea Orange, Ken Capezuto
Finance (Medical)	Nelson Weichold	N/A
General Counsel	Aileen Ugalde	Cindy Augustyn, Leslie Dellinger Aceituno
Government Affairs	Rudy Fernandez	J. C. Del Valle
Graduate School	Terri Scandura	Koren Bedeau, Maria Torres
Hospital Operations	William O'Neill	Michele Chulick, Jackie Liberto
Hospital Operations (BPEI)	Michael Gittelman	N/A
Hospital Operations (UMHC)	Richard Ballard	N/A
Hospital Operations (UMH)	Anthony Degina	N/A
Human Resources	Nerissa Morris	Debbie Wedderburn
Human Resources (Medical)	Sheri Keitz	N/A
Information Technology	Steve Cawley	Jack George, Tim Ramsay, Stewart Seruya
Law	Patricia White	Patrick Gudridge, Raquel Matas
Library	Bill Walker	Yolanda Cooper
Lowe Art	Brian Dursum	Kara Schneiderman
Medical Education	Laurence Gardner	Robert Hernandez, Alex Mechaber
Medical Information Technology.	Brad Rohrer	Frank Rodriguez
Medical School	Pascal Goldschmidt	William Donelan, Elaine Van der Put
Music	Shelton Berg	Nicholas DeCarbo
Nursing	Nilda Peragallo	Marina Alvarez, Doris Ugarriza
Parking & Transportation	Richard Sobaram	Bertha Espinosa
Police (Gables)	David Rivero	Rusty Clusman
President	Donna Shalala	Rebecca Fox, Lucy Mascaro, Lourdes Segrera-Guerra
Provost	Thomas LeBlanc	Mark Diaz, Bill Green, David Birnbach
Public Safety (Medical)	Tony Artrip	Ramon Valdes, John Pepper, Rumor Control, Security Command
Radiation Control	Edward Pombier	N/A
Real Estate	Larry Marbert	Rich Jones
Research (Medical)	Jennifer McCafferty	Jose Szapocznik
Research (Medical DVR)	Julia Zaias	Thomas Beaty
Residence Halls	Jim Smart	Bob DuBord, Jon Baldessari
Risk Management	Andrea Orange	Robin Rees
RSMAS	Roni Avissar	Hans Graber
Student Affairs	Pat Whitely	Gilbert Arias
Student Government	Brandon Mitchell	N/A
Student Health Service	Howard Anapol	Jacqueline Ledon
Student Life	Richard Walker	Dan Westbrook
Treasurer	John Shipley	Al Matthews, Ileana Nunez
University Advancement	Sergio Gonzalez	Ann House, Rhonda VanderWyden
Univ. Communications (Gables)	Jackie Menendez	Margot Winick
Univ. Communications (Medical)	Christine Morris	Lisa Worley
Univ. Communications (RSMAS)	Barbra Gonzalez	N/A
Webmaster (Communications)	Todd Ellenberg	Robert Yunk
Wellness Center	Norm Parsons	Al Rose



EMERGENCY ACTIVATION

Crisis Situation

A "crisis situation/incident" represents an extraordinary and unpredictable disastrous event that significantly impairs the normal operations of the University and its community, resulting in a negative impact that requires immediate action to be taken by the CDT and/or UM Police/Security to insure a safe and healthful environment. The Chief of Police/Security Director or alternate in command, as well as the Director of Emergency Management, may convene a CDT either by meeting or by telephone to determine the course of action. Team members or their alternates must be ready to represent their area at all times.

Plan Activation

Any individual can implement safety and life-saving emergency steps. The individual recognizing a crisis situation will:

1. **Call 911 to ensure the appropriate government agencies are responding as soon as possible.**
2. Ensure Police/Campus Security is notified so they can convene a CDT conference call or meeting.
 - Coral Gables Campus (University Police) 305-284-6666
 - Medical & South Campus (Security) 305-243-6000
 - Marine Campus (Security) 305-421-4766 (office) or 305-710-7991 (cell)
 - In critical incident situations, University Police/Campus Security will contact CDT members via the Emergency Notification Network (ENN) to begin the process of monitoring the incident and deciding on future actions.
 - University Police/Campus Security and/or the CDT have the authority to immediately make further notifications via the ENN system if there is any perceived threat to life on campus.
 - University Police/Campus Security may also trigger a Shelter in Place strategy to secure students, faculty and staff in a critical situation. Shelter in Place is the immediate securing of students, faculty and staff in the building they are currently occupying. This notification would be made via the ENN system. University Police/Campus Security may also choose to activate the securing of doors through the Cane Card system.

The CDT will:

1. Assign a liaison person(s) to gather information and interface with government agency(ies) and/or University schools.
2. Assign a media spokesperson to handle all media requests. University Communications and Student Affairs will also staff the hotlines at the EOC at the direction of the CDT.
3. Disseminate information to utilizing the ENN system or other media, as appropriate.
4. Assemble appropriate resources (University Police Department, Student Affairs, Facilities, Risk Management, Human Resources, etc.) in the event of a crisis.
5. Determine the need for suspension of classes, securing of buildings, dismissal of employees, and/or relocation of patients. Classes and services will be canceled whenever any danger exists to faculty, staff, students, patients or visitors. Determine the need for the cessation of activities in a building or facility as a result of a critical incident, utility disruption such as power failure, etc.
6. Conduct a briefing of the EAC and determine frequency of future CDT & EAC meetings.



EMERGENCY COMMUNICATIONS

As decisions are made by a CDT and/or University Police/Security, appropriate communications must be developed and distributed immediately to all key audiences: students, faculty, staff, parents, patients, and the general public. The Vice President for University Communications and Director of Emergency Management or their alternate/designee, in consultation with other members of the CDT, manage all communications during an emergency. The Vice President for University Communications will coordinate all communications in advance with Medical School Communications representatives.

Emergency Notification Network (ENN)

The recent history of tragic events at several educational institutions has made the University of Miami mindful of the importance of timely and effective communications to students, faculty and staff during a time of crisis. The ENN system is the comprehensive communications solution that allows the University to quickly disseminate an urgent message through multiple communication mediums. If there is a condition which significantly threatens the health and safety of persons on campus or impacts normal campus operations, university officials will warn the campus community using one or more of the following methods:

It is important to note that no one communication system is capable of reaching everyone, everywhere, every time. Each method has its strengths, weaknesses, and limitations. As a result, the ENN utilizes multiple delivery methods to ensure a greater coverage of intended recipients, and redundancy in the event of failures, which many communication systems are prone.

SMS Text & Voice Messages

The University requires faculty, staff, and students to register their cell phone numbers via myUM in order to receive emergency text and voice messages alerting them of a campus emergency. The alerts sent to cell phones will direct the recipients to the hotlines and emergency preparedness website for more information.

University Hotlines

The University maintains four hotlines that will constantly be updated with the latest information on campus emergencies. The hotlines are official sources of campus updates and information, ensuring that essential information is available to students, parents, staff, administration, faculty, patients, and the general public during hurricanes or other critical events that affect the University community.

Coral Gables Campus/University-Wide	305-284-5151
Toll-Free	800-227-0354
Medical & South Campus	305-243-6079
Marine Campus	305-421-4888

The hotlines have both recorded and live components and are activated and updated by University Communications/ Security. A recorded message can be activated at any time to provide the most accurate and up-to-date information regarding an approaching storm or other emergency. Generally, a recorded message would indicate that the University is monitoring a particular situation and may provide instructions as necessary.



As a situation warrants, the hotlines will be activated and staffed by knowledgeable individuals from Student Affairs, University Communications and Security who will be able to answer questions and provide vital information about various aspects of the University's status and operations.

Prior to the beginning of the academic year, a meeting is scheduled to orient staff members who will be scheduled to work on the hotlines on the Coral Gables Campus. Staff members are required to supply home and cell numbers, other contact information, and their current vehicle and license tag information. The Assistant to the Vice President for Student Affairs will compile the information, create a schedule, and make it available to Coral Gables Campus Student Affairs and University Communications staff.

Hotline callers will first hear a recorded message with general University information including openings and closings and University facilities' hours of operations. They will then be routed to the first available hotline operator. The phone calls roll among the five hotline phones to reduce wait times and to distribute calls among staff. No busy signals will be heard on the system.

The Shift Leader will post current information on the bulletin board in the EOC. The Hotline operators should refer to the board for the latest updates on openings, closings, hours of operations, events being rescheduled or cancelled, or student information. If an operator is unable to answer a question, the operator should place the caller on hold and ask the Shift Leader for information to respond to the question.

Operators should log all calls into a manual log located at each workstation. The shift time, the status of the caller (student, parent, staff member, etc.) and nature of the call should be recorded.

Information relayed to the Hotline operators comes from a variety of reliable sources. During a storm event or other emergency, the CDTs and EAC meet regularly to make key decisions. After each meeting, members of University Communications and Student Affairs staff return to the EOC and relay up-to-date information to the hotline staff; updates are also made to the outgoing recording, as necessary, including time the message was recorded or time to expect an update.

Senior University administrators also may call the EOC with updates to schedules and with information on the status of facilities and services. As possible, attempts will be made to inform callers of the next time a major update, such as official closings or openings, will be posted.

Emergency Preparedness Web Site

The Emergency Preparedness Web Site is managed by OEM and University Communications. The Assistant Vice President for Communications and Marketing is responsible for managing updates to the web site. Messages in a time of crisis are immediately posted on the University's home page, www.miami.edu.

The most recent information regarding the status of operations and activities will be posted at www.miami.edu/prepare. This information will mirror the information that is being disseminated via the hotline. There may be a few minutes of lag time for new information to be posted on the web site and on the hotline.

All employees should contact their supervisor as soon as possible after a hurricane or other disaster to inform them of the status of their family and home. Immediately following any major disaster, students, faculty and staff should notify the University of their location and contact information by going to <http://recover.miami.edu>.



Information posted on the web site is always time-stamped so those accessing the site are aware of the immediacy of the information. The date and time of the next scheduled major update are also posted on this web site, so audiences know when to check back for major updates regarding openings, closings, and other important information.

All official major web announcements are also archived throughout the event for reference. In the case of technical problems with web servers, Department of Information Technology staff remains on call for assistance. A comprehensive plan for redundancy of web servers is in effect, and will be activated under IT supervision if required to maintain service. Transferring data from the University's web server to another off-site location may significantly delay web access and updates until the process of data transfer is completed.

Sirens

The outdoor emergency notification sirens are an important component to the University's ENN system. PLEASE NOTE that the ENN sirens are located only on the Coral Gables campus at this time. The ENN siren tone is a sequence of 12 short, one-second blasts followed by approximately 1-2 seconds of silence. This pattern is repeated for one minute. At the same time, a blue strobe visible in some areas will activate. The emergency notification siren tone is designed to alert those individuals who are outdoors on the Coral Gables campus that a critical life-safety incident is taking place. The siren may also be audible inside some parts of various buildings on campus.

For the most part, there will be two primary responses to any critical life-safety event: (1) shelter in place; (2) evacuate. Since there is only one Outdoor Emergency Notification Siren tone, there is no way to know which action should be taken just by hearing the tone. Therefore, it is critical that individuals who hear the tone immediately seek further information. The Outdoor Emergency Notification Siren is just one component of the redundant ENN system; if you hear the siren, check your cell phone for a voice or text message, check your email, check the University's website, call the hotline, ask other people in the immediate area if they received an emergency communication, or gather information in any other way you can. All emergency messages will give information on what has occurred and information on specific actions you need to take.

It is paramount that the University community recognizes that there is also a Lightning Prediction System installed on the Coral Gables campus which utilizes the same horn assembly as the ENN system. The only difference between an ENN tone and a Lightning Prediction tone is in the sequence and frequency of blasts. When conditions for a lightning strike exist, the system will give a 15-second continuous siren tone blast. At the same time, an amber strobe visible in some areas will activate. Once the potential for a lightning strike has passed, the system will emit three short 5-second blasts.

e-Veritas ("Storm/Emergency Alert" E-Mail Messages)

The "e-Veritas" e-mail messaging service is managed by University Communications. The Assistant Vice President for Communications and Marketing is responsible for managing this service.

As soon as the University begins monitoring a potential emergency, or if an emergency is imminent, an e-mail message will be sent to all faculty, staff, and students on all campuses of the University. These e-mails contain official news and information and are branded as "e-Veritas", "Storm Alert" or "Emergency Alert". They are sent by University Communications in coordination with the Miller School of Medicine if necessary.



In some instances, and in coordination with University Communications, the Medical Campus may send out a more detailed, supplementary e-mail to medical campus faculty and staff via the “e-Update” e-mail service. The Division of Student Affairs will occasionally send out a more detailed, supplementary e-mail to students via the “Ibis News” e-mail service. In each case, these e-mails contain official news and information for key audiences.

News Media

University Communications, in consultation with the CDTs, is responsible for developing appropriate messages and communicating with the news media.

The Assistant Vice President for Media and Community Relations (Coral Gables Campus) takes the lead on notifying the news media of the status of the University and any relevant policy decisions. The Assistant Vice President for Media and Community Relations will coordinate any messages relating to the Miller School of Medicine with the Associate Vice President for Medical Communications.

Satellite Phones

In the event that land lines or cell phones are not working, the University has assigned portable satellite phones to approximately 140 individuals with disaster response and recovery duties. The majority of these phones will not be activated until a hurricane threat South Florida or another threat to communications is identified by OEM. Once the phones are activated, OEM will distribute a satellite phone contact list via email and/or in person to everyone assigned a portable satellite phones. The University also has hardwired satellite phones located in the EOCs that are activated year-round. The numbers for the hardwired satellite phones can be found in the “Important Numbers” section of this plan.

CDT & EAC Conference Call

Since there may be times or situations where it is not feasible for members of a CDT or the EAC to meet in person, the University has established a permanent conference call-in number which can be used from any phone at any time. Upon the decision of the President (or designee, meetings will be held via conference call. These meetings will be announced via the ENN system. The University-Wide permanent call-in number is [REDACTED]. The permanent call-in number for Medical Campus specific emergencies or CDT meetings is [REDACTED].



SPECIFIC CRISIS SITUATIONS

Bomb Threat

Most bomb threats are hoaxes and are primarily made to disrupt business operations. However, the possibility that a threat may be authentic requires action on the part of the management for the safety of people and property. University Police/Campus Security are your main points of contact when you receive a call at those locations.

The first step in responding to a bomb threat is to have a plan in place before a threat is received. Refer to the section “Sample Bomb Threat Unit Level Plan” add it to your unit plan. Remember that each plan must be tailored to the unit, taking into account the unique operation of the unit, unit size and physical layout. The plan must be formulated and staffed before a threat is received. All employees of the unit should be trained in executing the plan and it should be updated to reflect staff changes as they occur.

All bomb threats received must be immediately reported to the campus police or security office as appropriate for the campus where it is received.

Coral Gables Campus Police	305-284-6666
Medical Campus Security	305-243-6000
Rosenstiel Campus Security	305-421-4766 (office) or 305-710-7991 (cell)
Richmond Campus	Notify Miami-Dade Police Department 911
South Campus	Notify Miami-Dade Police Department 911
Koubek Center	Notify Miami Police 911

In the event a threat is received at a University building or location, **NOTIFY IMMEDIATELY THE POLICE OR SECURITY FOR YOUR CAMPUS.** University Police/Campus Security will notify their respective campus CDT and local police. University Police/Campus Security will respond to the site to determine if any occupants need to evacuate the building.

Exceptions to evacuation will include non-specific threats at a venue that has been pre-screened by law enforcement prior to an event or other general or non-specific threat with no specific location or time frame.

- A. General Threat or Non-Specific Threats: This type of caller will generally only indicate there is a bomb, but will not give any other information. Evacuation may or may not be required. University Communications will alert the University community to take actions recommended by Security/Police or CDT leaders.
- B. Specific Threats: This caller will generally indicate a specific location, time, and often the reason for making the call. Evacuation may be required.
- C. What to do:

Individual Action

- Remember all details of the conversation.
 - a. Whether the person has a foreign accent or not.
 - b. Gender.
 - c. Any innuendoes as to location of the bomb.
- Respond in a matter-of-fact manner, asking them to repeat what they have said to you.



- Immediately report the incident to your supervisor.
- See University Bomb Threat Data Form

Supervisor Action

- Immediately report the incident to the University Police/Security Department on your campus. They will contact other units (i.e., bomb squad, emergency services, etc.).
- If an evacuation is ordered, be sure each person is out of building. Evacuees must inspect their work areas and report any suspicious items or conditions (ceiling tiles out of place, furniture moved, etc.). After inspection take portable personal property such as purses, briefcases and laptops with them to the designated evacuation area.
- Direct an orderly evacuation of the unit if appropriate. Staff should be directed to a designated evacuation area to await further instructions.
- Protect official records if possible.
- Arrange to have members of staff or qualified personnel available to accompany University Police/Campus Security on inspection.
- If a suspicious object is found, **DO NOT TOUCH IT**. Report it to University Police/Campus Security and clear the area.
- Keep a running log of conditions as they occur.

It is very important that all personnel be fully briefed in advance on emergency procedures should a serious incident occur. Building evacuation routes are to be posted throughout each unit. When practical and when workload permits, building evacuation drills should be conducted annually. Employees should be given advance notice and instructions to ensure an orderly evacuation. An effective program of informing and training personnel, in addition to leadership by management, will go far in preventing property damage and/or personal injuries.

Upon receipt of a bomb threat:

- Remain calm.
- Listen very carefully. Listen to what is being said. Listen for background noise or voices. Listen for an accent and voice characteristics.
- Take the call seriously and do not interrupt the caller.
- If you do not understand something tell the caller you did not hear or understand and ask the caller to repeat it.
- Gather as much information as possible. Keep the “Bomb Threat Report Form” near your phone. Use it during the call if possible or as soon as possible after the call is ended.
- If at all possible alert others to contact police while you remain on the phone with the caller.
- Inform the caller that detonation may cause injury or death to others.
- Note the time of the call.

Use the University Bomb Threat Data Form for questions to ask. Do not be surprised if many of your questions are answered by the caller in an effort to draw attention to his/her cause.



Sample Bomb Threat Unit Level Plan

1. Form a Team
 - a. Team Commander
 - b. Evacuation Section
 - d. Communication Section
 - e. Flexibility and overall unit characteristics will guide the team make-up. A small unit with a few employees may have most positions staffed by one or two people. Larger units with several members may have all positions staffed. Cross-functional assignments, while not ideal, may be all a unit has to work with because of small size.
2. Team Functions
 - a. Team Commander
 - Has overall authority for unit/department response operations.
 - Serves as liaison with first responder incident commander from police and/or fire departments.
 - After initiating the unit response, reports to the command post with the person(s) who received the threat.
 - b. Evacuation Section
 - Directs evacuation procedures when activated by the Team Commander.
 - Direct employees to the designated building evacuation area. Have them take portable personal belongings such as purses, briefcases, backpacks, laptop computers, etc.
 - When all staff members are accounted for, notify Team Commander.
 - The assembly area can be found in this plan. It takes into account distance and shielding guidelines.
 - d. Communication Section
 - Assist Team Commander in notifying other units occupying the building.
 - Determine Team Commanders of other units and provide information they need to activate their own threat response plan.
3. Team Communications
 - a. Designate a means of communication for all team members.
 - b. Telephone communications are usually acceptable, but keep in mind that cellular telephones and radios should never be used in proximity of the target area as radio signals may activate a device. Use land-line telephones in the target area.
 - c. Face-to-face is best between units.
 - d. Utilize chain of command to prevent “cross-talk” and replication of tasks.
4. Resources
 - a. Roster of all unit members with cell phone numbers when available to assist Evacuation Section to account for all staff.
 - b. Floor plan of unit.
 - c. List of emergency telephone numbers appropriate for the individual campus.
 - e. Flashlight



5. Understanding Emergency Responder Procedures
 - a. Those who work in a particular office or area have much greater knowledge about the area than any emergency responder. They might ask you for location specific location.
 - b. Emergency responders will:
 - Investigate and evaluate the threat
 - Conduct perimeter searches
 - Establish a command post
 - Establish a perimeter
 - Evaluate the assembly area for secondary devices before it is utilized
 - Utilize the Incident Command System (ICS) to effectively coordinate all response operations.
 - c. Use of a bomb squad or dog search would only be utilized after careful evaluation of the threat and search results. Remember that most threats are hoaxes intended to disrupt operation and instill fear. Those wishing to do real harm won't reduce the chance of injuring others by providing a warning.
 - d. Re-occupation or "all clear" will be ordered by the Incident Commander. The all-clear will be ordered based on the threatened time of detonation, search results, and other factors.
6. Plan Review and Update
 - a. Review and update the plan at least annually.
 - b. Update the plan whenever personnel leave or are added.
 - c. Whenever the unit/department moves to a new location.
7. Training
 - a. All staff must be trained in the unit's response plan annually.
 - It is even better to train in late November and late April every year, times when the probability of a threat on campus may be high.
 - b. Train all new staff as part of their department orientation.
 - c. Provide extra training to the Team Members.
 - d. Utilize training materials available from the campus police and from the website www.threatplan.org.
8. Coordinate with neighboring units/departments
 - a. Meet with neighbors to compare and integrate plans.
 - b. Coordinate response and eliminate replicated tasks.

UNIVERSITY BOMB THREAT DATA FORM

This checklist should be duplicated and placed at phone station that receive direct incoming calls from any source. All who staff those lines must be trained in the use of this checklist.

STEP 1: RECORD THE THREAT If you have recording equipment, START IT.

Telephone number at which call was received: _____ **Extension:** _____

Date Call Received: _____ **Time Call Received:** _____

Write down the threat exactly as made by the caller: _____

Phone Number Appearing on Caller ID if Available: _____

STEP 2: GET MORE INFORMATION

Ask the following questions (The caller may provide more information than you may expect in order to draw attention to his/her cause)

“Where is the bomb right now?” (If the caller refuses to answer, say “The building is occupied and that the detonation could result in death or serious injury to many innocent children.”)

“When was the bomb planted?” _____

“When is the bomb going to explode?” _____

“What does the bomb look like?” _____

“What will cause the bomb to explode?” _____

“Who planted the bomb?” _____

“Why was the bomb planted?” _____

“What is your address?” _____

“What is your name?” _____

“How did the person get the bomb in the building?” _____

STEP 3: DESCRIBE THE ATMOSPHERE

Background Sounds Heard on the Call (circle ALL that apply):

Street Noises	Children	Construction	Music
Animal Noises	Echo	Airplanes (propeller/jet)	Machinery
Motor	House Noises	Quiet	Office Equipment
Heavy Equipment	PA System	Restaurant Noises	Party
Trains	Factory	Vehicle Noises	Static
Bar/Club Noises	Other:		

Could you make out anything said in the background (if so, what)?

STEP 4: DESCRIBE THE CALLER

Sex of the caller: (Circle one) Male Female Unsure

Approximate age of caller: _____

Caller's voice was... (Circle ALL that apply)

<u>SPEED AND PITCH</u>	<u>EMOTION</u>	<u>QUALITY</u>	<u>LANGUAGE</u>
Hurried or Rapid	Distant	Stutter	Accented (_____)
Moderately paced	Excited	Lisp	Well-spoken
Slow	Angry	Slurred	Foul
Hushed or quiet	Sad	Whispered	Taped
Loud	Happy	Laughing or Giggling	Incoherent
Deep	Calm	Raspy	Message read
High-pitched	Agitated	Nasal	Irrational
Squeaky	Matter-of-Fact	Deep Breathing	Broken
Other: _____	Boastful	Crying	Drunk
	Sincere	Stressed	Other: _____
	Crazed	Whining	
	Other: _____	Clearing Throat	
		Cracking Voice	
		Other: _____	

STEP 5: DESCRIBE THE ATMOSPHERE

Background Sounds Heard on the Call (circle ALL that apply):

Street Noises	Children	Construction	Music
Animal Noises	Echo	Airplanes (propeller/jet)	Machinery
Motor	House Noises	Quiet	Office Equipment
Heavy Equipment	PA System	Restaurant Noises	Party
Trains	Factory	Vehicle Noises	Static
Bar/Club Noises	Other: _____		

Could you make out anything said in the background (if so, what)?

STEP 6: PERSON WHO RECEIVED THE CALL

Your Name: _____ Title: _____

Your Telephone Number: _____ Was a recording of the call made? Yes No

Department Name: _____ Location: _____

Any other remarks about the call: _____

Notify the police or security immediately and then your supervisor.

- | | |
|----------------------------|--|
| Coral Gables Campus Police | 305-284-6666 |
| Medical Campus Security | 305-243-6000 |
| Rosenstiel Campus Security | 305-421-4766 (office) or 305-710-7991 (cell) |
| Richmond Campus | Notify Miami-Dade Police Department 911 |
| South Campus | Notify Miami-Dade Police Department 911 |
| Koubek Center | Notify Miami Police 911 |



Hazardous Materials/Chemical Spill

Whenever there is an imminent or actual emergency situation related to chemical spills or hazardous materials, the Emergency Coordinator, or his designee, must immediately follow the below actions:

Functions/Activities during an Emergency

Primary Emergency Coordinator Responsibilities

- The Coordinator must activate all internal alarms and/or communication systems necessary to notify all affected facility personnel. He must also notify local emergency response agencies including the Department of Environmental Resources Management (DERM) when necessary, assist, and supply any local, state, or contracted emergency responders with the necessary information concerning the emergency that will allow them to carry out their response roles.
- Coordinate all emergency response procedures.
- The Primary Coordinator must be familiar with all the University's emergency response procedures, the emergency responders and agencies telephone numbers, the dangerous characteristics of the hazard involved, the layout of the facility including emergency exit routes, and the location of all pertinent records of the facility.
- The Coordinator must organize and implement the emergency procedures required for the specific event.
- The Coordinator must complete all required forms and send them to the appropriate Regulatory Authority.

Secondary Coordinator Responsibilities

The Secondary Coordinator must assist the Primary Coordinator in carrying out all functions and will assume responsibility in his absence.

Tertiary Coordinator Responsibilities

The Tertiary Coordinator must assist the Primary and Secondary Coordinators in carrying out all functions and will assume responsibility in their absence.

Responsibilities of Others

- The other designated coordinators will be responsible for accounting for all personnel in the case of the evacuation of a building.
- The coordinators must be ready to respond to any medical, chemical, and/or fire emergency that may arise. They will be familiar with and responsible for contacting the respective Emergency Medical Assistance Service should this be deemed necessary.
- They will assist the other coordinators in carrying out all functions necessitated by the situation.

Whenever there is a spill or discharge from the hazardous waste storage areas, the Emergency Coordinator must immediately identify the character, exact source, amount, and extent of emitted or discharged materials. He/she may do this by observation or review of records and, if necessary, by chemical analysis.



Hazardous Waste Storage Areas – Coral Gables Campus

The hazardous waste storage areas on the **Coral Gables Campus** are in the [REDACTED].

The [REDACTED] room is a flammable solvent storage area which typically contains from one to four DOT-approved 55 gallon drums of flammable solvent waste or toxic liquid waste. The room has a secondary containment base which is capable of containing the room content. There is no threat for release to any waterway. The specific content information is:

- Waste Flammable Liquids
- Flash Point of approximately 100 degrees F
- Liquids are Flammable and may be ignited by heat, sparks or flame
- Personal Protective Clothing, such as a positive pressure self-contained breathing (SCBA) apparatus should be worn in case of fire or spill
- In case of fire use dry chemical, CO₂, water spray or regular foam
- In case of spill use non-combustible absorbent

The [REDACTED] is a non-combustible waste chemical storage area which typically contains laboratory-size quantities of various chemical wastes. The room has no drains or access to waterways. The specific content information is:

- Waste Toxic and/or Corrosive Liquids and/or Solids
- Personal Protective Clothing, such as a positive pressure self-contained breathing (SCBA) apparatus should be worn in case of fire or spill
- In case of fire use dry chemical, CO₂, water spray or regular foam
- In case of spill use non-combustible absorbent

Hazardous Waste Storage Areas - Medical School Campus

The hazardous waste storage areas on the **Medical Campus** are in the [REDACTED] and the [REDACTED].

Storage areas in [REDACTED] are flammable solvent storage areas which typically contains from one to ten DOT-approved 55 gallon drums of flammable solvent waste. The rooms have a secondary containment base which is capable of containing the room content. There is no threat for release to any waterway. The specific content information is:

- Waste Flammable Liquids
- Flash Point of approximately 100 degrees F
- Liquids are Flammable and may be ignited by heat, sparks or flame
- Personal Protective Clothing, such as a positive pressure self-contained breathing (SCBA) apparatus should be worn in case of fire or spill
- In case of fire use dry chemical, CO₂, water spray or regular foam
- In case of spill use non-combustible absorbent



Storage areas in [REDACTED] are non-combustible waste chemical storage areas which typically contain laboratory size quantities of various chemical wastes. The room has no drains or access to waterways. The specific content information is:

- Waste Toxic and/or Corrosive Liquids and/or Solids
- Personal Protective Clothing, such as a positive pressure self-contained breathing (SCBA) apparatus should be worn in case of fire or spill
- In case of fire use dry chemical, CO₂, water spray or regular foam
- In case of spill use non-combustible absorbent

Hazardous Waste Storage Areas – Rosenstiel School Campus

The hazardous waste storage area on the **Rosenstiel Campus** is in the [REDACTED]

The storage room typically contains two DOT-approved 55 gallon drums of flammable solvent waste and photo waste respectively, as well as laboratory size quantities of various chemical wastes. The room has a secondary containment unit for the flammable solvent waste container. There is no threat for release to any waterway. The specific content information is:

- Waste Flammable Liquids
- Flash Point of approximately 100 degrees F
- Liquids are Flammable and may be ignited by heat, sparks or flame
- Personal Protective Clothing, such as a positive pressure self-contained breathing (SCBA) apparatus should be worn in case of fire or spill
- In case of fire use dry chemical, CO₂, water spray or regular foam
- In case of spill use non-combustible absorbent

The laboratory size quantities of waste in the storage room are typically non-combustible. The room has no drains or access to waterways. The specific content information is:

- Waste Toxic and/or Corrosive Liquids and/or Solids
- Personal Protective Clothing, such as a positive pressure self-contained breathing (SCBA) apparatus should be worn in case of fire or spill
- In case of fire use dry chemical, CO₂, water spray or regular foam
- In case of spill use non-combustible absorbent

Chemical Spill Emergency Response Procedures

In the case of a laboratory chemical spill the following procedures are to be implemented by the laboratory personnel if they are not able to handle the spill themselves due to the amount, the hazard, the lack of supplies, etc.:

1. Notify Public Safety on **Coral Gables Campus (305-284-6666)** or Public Safety on **Medical Campus (305-243-6000)** or Facilities on the **Rosenstiel Campus (305-421-4066)** or the **Office of Environmental Health and Safety (EHS, 305-243-3400)**.
2. Evacuate all personnel from the immediate area of the spill.
3. Be available to notify the first responder of all pertinent chemical hazards, and other information needed to implement clean up procedures.
4. Report all other information to the coordinator, such as personnel involved, injuries, etc.



The following procedures are to be implemented by the Emergency Coordinator at the scene:

1. Secure the spill area.
2. Evaluate the source of the spill.
3. Assess the hazards of the chemical spilled.
4. Should the evaluation of the spill necessitate the assistance from an Emergency Contractor, make the request for the appropriate assistance.
5. If casualties exist contact Medical Emergency at 911.
6. Supply the Emergency Response Team with all the information needed to proceed with the response.
7. Account for all personnel in the area.
8. Assist the Emergency Response Team in whatever capacity is necessary until the clean up is complete.
9. Complete all necessary reports.
10. Report the incident to the proper University of Miami authorities.
11. Notify proper Regulatory Agencies of compliance.

If after number 3 above the coordinator's assessment of the situation is that the spill can be handled by the University's Emergency Response Team, the following procedures will be implemented:

1. Secure the spill area.
2. Evaluate the source of the spill.
3. Assess the hazards of the chemical spilled.
4. Based on the chemical involved, the proper personal protective equipment will be selected and worn by the responders. The spill will first be contained to prevent further contamination, then absorbed or neutralized with the proper material, packed in an approved container, sealed, labeled, and properly stored for later disposal. All information is available on the Material Safety Data Sheet (MSDS). MSDS are available 24/7 through the EHS website at www.miami.edu/ehs.
5. Decontaminate and clean spill area.
6. Decontaminate and clean all safety equipment. Dispose of all non-reusable safety equipment.
7. Complete all necessary reports.
8. Report the incident to the proper University of Miami authorities.
9. Notify the proper Regulatory Agencies of compliance.

Concurrently, the Emergency Coordinator must assess possible hazards to human health or the environment that may result from the spill or discharge. This assessment must consider both direct and indirect effects. If the Emergency Coordinator determines that there has been an emission, discharge, fire, or explosion that would threaten human health or the environment, he/she must immediately notify the applicable local authorities. The following information should be reported:

- Name of the person reporting the incident.
- Name and location of the facility.
- Phone number where the person reporting the incident can be reached.
- Date, time, and location of the incident.
- A brief description of the incident, nature of the hazardous materials involved, extent of any injuries, and possible hazards to human health or the environment.
- The estimated quantity of the hazardous materials released.
- The extent of contamination of land, water, or air, if known.



During an emergency, the coordinator must take all reasonable measures necessary to ensure that fire, explosion, emission, or discharge do not occur, reoccur, or spread to other hazardous materials at the facility. These measures shall include, where applicable, stopping processes and operations, collecting and containing released materials.

If the installation stops operations in response to a spill or discharge, the Emergency Coordinator must ensure that adequate monitoring is conducted for leaks, pressure buildup, etc., wherever this is appropriate.

Immediately after an emergency, the Emergency Coordinator must provide for treating, storing, or disposing of residues, contaminated soil, etc., from an emission, discharge, fire, or explosion at the facility and prepare necessary notifications/responses to regulatory agencies.

The Emergency Coordinator must ensure that in the affected areas of the installation, no hazardous material incompatible with the spilled or discharged residues is processed, stored, treated, or disposed of until cleanup procedures are completed. The Coordinator is also responsible to ensure that all emergency equipment listed in this Plan is clean and fit for its intended use before operations are resumed.

Arrangements with Emergency Response Agencies

In the unlikely event that a spill could occur which cannot be easily contained or cleaned up by the facility, a spill control and clean-up contractor would be called. The following emergency response contractors may be contacted if the magnitude of the spill is beyond the capabilities of the University's personnel:

- Branching Out, Inc. Environmental Engineering/Construction
305-258-8101
- Southern Waste Services Emergency Spill Response
800-852-8878

The University of Miami has an emergency response agreement in place with Branching Out, Inc. and has verified that the telephone numbers listed above are answered 24-hours a day, 7 days a week. The contractor shall supply all the necessary response material to include, but not limited to, overpack drums, absorbent, and emergency equipment.



Coral Gables Campus

The equipment listed below is maintained on site at all times. The equipment is located in Cox Science Building room 059 and is maintained in good working condition or replaced:

- Spill kit (plastic container, absorbent material, absorbent pads and booms)
- Fire extinguishers
- Drums (5 gallon, 30 gallon, 55 gallon)

Medical School Campus

The equipment listed below is maintained on site at all times. The equipment is located in Gautier Storage Garage and is maintained in good working condition or replaced:

- Spill kit (plastic container, absorbent material, absorbent pads and booms)
- Fire extinguishers
- Drums (5 gallon, 30 gallon, 55 gallon)

Rosenstiel School Campus

The equipment listed below is maintained on site at all times. The equipment is located in North Grosvenor Building, room N102 and is maintained in good working condition or replaced:

- Spill kit (plastic container, absorbent material, absorbent pads and booms)
- Fire extinguishers
- Drums (20 gallon)

Local Emergency Responders and Agencies – Coral Gables Campus

The University Police Department would assist in crowd control during an emergency. Arrangements have been made with Local Emergency Response Agencies. The following agencies have agreed to respond to an incident at the University of Miami Coral Gables Campus:

City of Coral Gables Fire Department HAZMAT	911
Doctor’s Hospital	305-666-2111

EMERGENCY SERVICES	PHONE NUMBER
University Police Department	305-284-6666
City of Coral Gables Police Department	911
City of Coral Gables Fire Department	911
Emergency Rescue	911
Jackson Memorial Hospital	305-585-1111
Physical Plant	305-284-4091
Peoples Gas Company	877-832-6747
Florida Power & Light	305-442-8770
Water Company	305-888-2522



Emergency Coordinators – Coral Gables Campus

In the event of an emergency or chemical spill the following University of Miami personnel must be informed as soon as possible. These people will act as emergency coordinators and are authorized to commit the necessary resources during an emergency.

CONTACT	OFFICE	HOME	CELL
David Rivero Primary Coordinator	305-284-6666	[REDACTED]	[REDACTED]
Kenneth Capezuto Secondary Coordinator	305-243-3400	[REDACTED]	[REDACTED]
Vaughan Munro	305-243-3400	[REDACTED]	[REDACTED]
Ramon Molina	305-243-3400	[REDACTED]	[REDACTED]
Brian Reding	305-243-3400	[REDACTED]	[REDACTED]

Local Emergency Responders and Agencies – Medical School Campus

The University Campus Security would assist in crowd control during an emergency. Arrangements have been made with Local Emergency Response Agencies. The following agencies have agreed to respond to an incident at the University of Miami Medical Campus:

City of Miami Fire Department	911
Jackson Memorial Hospital	305-585-6901

EMERGENCY SERVICES	PHONE NUMBER
Medical Campus Public Safety	305-243-6000
City of Miami Police Department	911
City of Miami Fire Department	911
Emergency Rescue	911
Jackson Memorial Hospital	305-585-1111
Physical Plant	305-243-6375
Peoples Gas Company	877-832-6747
Florida Power & Light	305-442-8770
Water Company	305-888-2522

Emergency Coordinators – Medical School Campus

In the event of an emergency or chemical spill the following University of Miami personnel must be informed as soon as possible. These people will act as emergency coordinators and are authorized to commit the necessary resources during an emergency.

CONTACT	OFFICE	HOME	CELL
Anthony Artrip Primary Coordinator	305-243-6000	[REDACTED]	[REDACTED]
Kenneth Capezuto Secondary Coordinator	305-243-3400	[REDACTED]	[REDACTED]
Vaughan Munro	305-243-3400	[REDACTED]	[REDACTED]
Ramon Molina	305-243-3400	[REDACTED]	[REDACTED]
Brian Reding	305-243-3400	[REDACTED]	[REDACTED]



Local Emergency Responders and Agencies – Rosenstiel School Campus

The University Campus Security would assist in crowd control during an emergency. Arrangements have been made with Local Emergency Response Agencies. The following agencies have agreed to respond to an incident at the University of Miami Rosenstiel Campus:

Miami Dade County Fire Department 911
Jackson Memorial Hospital 305-585-6901

EMERGENCY SERVICES	PHONE NUMBER
RSMAS Public Safety	305-421-4766 (office) or 305-710-7991 (cell)
Miami-Dade County Police Department	911
Miami-Dade County Fire Department	911
Emergency Rescue	911
Jackson Memorial Hospital	305-585-1111
Physical Plant	305-421-4066
Peoples Gas Company	877-832-6747
Florida Power & Light	305-442-8770
Water Company	305-888-2522

Emergency Coordinators – Rosenstiel School Campus

In the event of an emergency or chemical spill the following University of Miami personnel must be informed as soon as possible. These people will act as emergency coordinators.

CONTACT	OFFICE	HOME	CELL
Ramon Alfonso Primary Coordinator	305-421-4132	██████████	██████████
Kenneth Capezzuto Secondary Coordinator	305-243-3400	██████████	██████████
Vaughan Munro Tertiary Coordinator	305-243-3400	██████████	██████████
Ramon Molina	305-243-3400	██████████	██████████
Brian Reding	305-243-3400	██████████	██████████

Regulatory Agencies and Information Centers

REGULATORY AGENCIES	PHONE NUMBER
Miami-Dade DERM	305-372-6789
Florida Department of Environmental Protection	904-488-0300
Environmental Protection Agency (EPA) Region IV	404-347-3016
Florida Department of Health	305-623-3590
INFORMATION CENTERS	PHONE NUMBER
Poison Control Center	1-800-282-3171
Toxic Substance Control Center	1-800-367-4378
CHEMTREC	1-800-424-9300
National Response Center	1-800-424-8802
DCA (State Warning Point)	1-850-413-9911



Training and Plan Revision

All employees are properly trained for potential hazards that may occur according to their specific job description when they are initially hired. Security personnel are trained as first responders and are aware of the procedure to follow in case of an emergency. All personnel are made aware of the evacuation routes and evacuation meeting areas annually by their respective supervisor.

This plan must be reviewed and amended when any of the following occur:

- Applicable regulations are revised;
- The plan fails in an emergency;
- The facility changes in its design, construction, operation, etc in a way that materially increases the potential for fire, explosions, or releases of hazardous waste, or changes the response necessary in an emergency;
- The list of emergency coordinators changes; or
- The list of emergency equipment changes.



Campus & Building Evacuation

Three evacuation scenarios are assumed - a mass evacuation of the campus after a storm due to major destruction of the surrounding area from a hurricane or similar type disaster; a mass evacuation for campus-wide emergencies (such as civil disturbance); and an evacuation for specific building events (such as fire) where each building has a designated evacuation location.

Coral Gables Campus Mass Evacuation after Major Destruction to the Area

In the event that the Coral Gables campus suffers major damage or destruction from a hurricane or other type of disaster which would render the campus uninhabitable and/or unusable, the University has established a plan to evacuate students after a storm to various locations throughout the southeastern United States (and thence back to their homes), and to evacuate EAC members and their families to a city or state not affected by the disaster. OEM will coordinate the transfer for the EAC.

The University has contracted with a local passenger coach bus carrier to provide continuous round-trips between the Coral Gables campus and pre-determined locations to provide for the evacuation of students should that method of transportation be deemed feasible.

Coral Gables Campus Mass Evacuation for Campus-Wide Emergency

In the event of a mass evacuation of the Coral Gables Campus, all non-essential personnel and non-resident students shall be directed by the University Police Department or the CDT to evacuate to designated mass evacuation locations listed below.

The CDT will determine the exact assembly location based on the situation and circumstances requiring the mass evacuation. The first three assembly locations to be considered shall be:



When the assembly location is determined, the CDT will disseminate this information via the ENN system.

Employees and students should contact the hotline for information and details regarding campus operations during an emergency.

Coral Gables Campus/University-Wide	305-284-5151
Toll-Free	800-227-0354



Coral Gables Campus Evacuation for Chemical, Biological, Explosion, Fire, or Radiological Incident

I. Response to an event outside of the building: Action: SHELTER IN PLACE

- a. If you become aware of an external hazard, such as an overturned tanker releasing chemicals, SHELTER IN PLACE (Remain Inside Building) until you hear otherwise.
- b. Think! Don't panic!
- c. Notify University Police immediately (305-284-6666)
- d. Advise others who may not be aware of our procedures, like students and visitors, to remain indoors.
- e. Do not open exterior doors and windows. **Do not use elevators.** Seek shelter in an interior room without windows. Close the door and secure your area from smoke, gases, vapors, and dust. If possible, use wet towels, shirt, etc., to seal large gaps under doors.
- f. Assist others who may need help.
- g. Remain alert and be prepared to proceed to another area or exit the building if instructed to do so by the appropriate authorities.

II. Response to an event inside of the building: Action: EVACUATE

- a. Using the attached chart, identify NOW the safe evacuation area for your building in the event of fire, bomb threat, or incident specific to your building.
- b. If you discover an emergency and fear for your safety, notify those in your immediate area to evacuate, proceed to the nearest emergency exit, and activate the nearest fire alarm pull station. **Do not use elevators.** Report your findings to University Police at 305-284-6666.
- c. The fire alarm, the public address system, or the telephone calling tree may be used by University officials to order an evacuation. Upon hearing the fire alarm, listen closely for an announcement over the public address system (if your building has one). If an announcement is not heard, evacuate the building. **Do not use elevators.**
- d. Turn off all gas, all electrical equipment except lights, and close all doors and windows (do not lock offices or labs unless there is something highly sensitive, i.e., large amounts of cash, etc.) Exit via the nearest safe stairwell. **Do not use elevators.** Proceed to your predetermined safe evacuation area.
- e. Check that all fellow employees are outside with you. If someone is missing, notify the Incident Commander (the on-site commander of responding fire department unit) or University Police immediately.
- f. Handicapped or disabled employees/students/visitors are to proceed to the nearest exit or exit stairwell (if located above the ground floor) and remain in the landing until Fire Rescue arrives to evacuate them. Supervisors must advise Fire Personnel/Incident Commander of any handicapped or disabled employees/students/visitors that are located in the stairwells upon their arrival to the building.



- g. Once the Fire Department has arrived, they have jurisdiction, and their instructions are to be followed.
- h. **IF TRAPPED**
- Secure your area from smoke, gases, vapors, and dust. Close doors. If possible, use wet towels, clothing, etc., to seal large gaps under doors.
 - Use the telephone to call 911, University Police at 305-284-6666, or call anyone and advise them of your situation and location. Yell or hang a towel, shirt, etc. out the window to attract attention.
 - **ONLY AS A LAST RESORT**, if you are trapped and unable to communicate and no one is likely to know you are there, should you consider using a fire extinguisher, wet laboratory coat, masks, etc. in an attempt to escape through a disaster area. If a fire is involved, remain low to the floor to avoid smoke, vapors, and gases and crawl to your nearest exit.



Coral Gables Campus Building Evacuation Areas

BUILDING	EVACUATION AREA
Allen Hall	
Alumni Center (upon completion)	
Alumni House	
Architecture	
Art Annex Painting & Weaving	
Ashe Building	
Behavioral Medicine	
Buildings 21-23	
Buildings 35-37	
Buildings 41-43	
Canterbury School	
Centrex Building	
Chemistry Annex	
Cobb Stadium	
Cox Science Bldg.	
Daystar Health Center	
Eaton Residential College	
English Comp Instructors	
FPL Substation	
Faculty Club	
Ferre Building	
Food Court	
Founders Hall	
Fraser Building	
Gables One Tower	
Gusman Hall	
Hecht Athletic Center	
Hecht/Stanford Dining	
Hecht Residential College	
Jenkins Building	
Kappa Sigma	
Knight Physics Building	
Knight Sports Complex	
L-1 Building	
Law & Economics Center	
Law School Building	
Lowe Art Museum	
Mahoney/Pearson Cafeteria	
Mahoney Residential College	

Contact OEM at (305) 284-8005 for the most current building evacuation areas.



Coral Gables Campus Building Evacuation Areas

BUILDING	EVACUATION AREA
Mark Light Stadium	
McArthur Building	
McDonald Tower	
McKnight Building	
McLamore Building	
Memorial Building	
Merrick Building	
Music School Complex	
Neil Schiff Tennis Center	
Nursing School	
Orovitz Building	
Panhellenic Building	
Pearson Residential College	
Pentland Tower	
Physical Plant	
Pi Kappa Alpha	
Pick Hall/Casa Bacardi	
Plumer Building	
Ponce Garage/Flipse Bldg.	
Rainbow Building	
Rathskeller	
Religious Centers (all)	
Richter Library	
Ring Theatre	
Sculpture Studio Bldg. 10	
Stanford Residential College	
Storer Auditorium	
Stubblefield Building	
Student Health Services	
Ungar Building	
University Center	
University Village	
Walsh Tower	
Wellness Center	
Whitten Learning Center	
Wolfson Building	
Writing Center	
Zeta Beta Tau	

Contact OEM at (305) 284-8005 for the most current building evacuation areas.



Medical Campus Evacuation for Chemical, Biological, Explosion, Fire, or Radiological Incident

I. Response to an event outside of the building: Action: SHELTER IN PLACE

- a. If you become aware of an external hazard, such as an overturned tanker releasing chemicals, SHELTER IN PLACE (Remain Inside Building) until you hear otherwise.
- b. *Think! Don't panic!*
- c. Notify University Security immediately (305) 243-6000
- d. Advise others who may not be aware of our procedures, like patients and visitors, to remain indoors.
- e. Do not open exterior doors and windows. Do not use elevators. Seek shelter in an interior room without windows. Close the door and secure your area from smoke, gases, vapors, and dust. If possible, use wet towels, laboratory coats, etc., to seal large gaps under doors.
- f. Assist others who may need help.
- g. Remain alert and be prepared to proceed to another area or exit the building if instructed to do so by the appropriate authorities.

II. Response to an event inside of the building: Action: EVACUATE

- a. Using the attached Building Evacuation Area List, identify NOW the safe evacuation area for your building in the event of fire, bomb threat, or incident specific to your building.
- b. If YOU discover an emergency and fear for your safety, notify those in your immediate area to evacuate, proceed to the nearest emergency exit, and activate the nearest fire alarm pull station. Do not use elevators. Report your findings to University Security at 305-243-6000.
- c. The fire alarm, the public address system, or the telephone calling tree may be used by University officials to order an evacuation. Upon hearing the fire alarm, listen closely for an announcement over the public address system (if your building has one). If an announcement is not heard, evacuate the building. Do not use elevators.
- d. Turn off all gas, all electrical equipment except lights, and close all doors and windows (do not lock offices and labs unless there is something highly sensitive, i.e. pharmacies, large amounts of cash, etc.) Exit via the nearest safe stairwell. Do not use elevators. Proceed to your predetermined safe evacuation area.
- e. Check that all fellow employees are outside with you. If someone is missing, notify the Incident Commander (the on-site commander of responding fire department unit) or University Security immediately.
- f. Handicapped or disabled employees/students/visitors are to proceed to the nearest exit or exit stairwell (if located above the ground floor) and remain in the landing until Fire Rescue arrives to evacuate them or proceed to another area if instructed to do so by the appropriate authorities. Supervisors must advise Fire Personnel/Incident Commander of any handicapped or disabled employees/students/visitors that are located in the stairwells upon their arrival to the building.



- g. Once the Fire Department has arrived, they have jurisdiction, and their instructions are to be followed.
- h. IF TRAPPED
- Secure your area from smoke, gases, vapors, and dust. Close doors. If possible, use wet towels, laboratory coats, etc., to seal large gaps under doors.
 - Use the telephone to call 911, University Security at 305-243-60000, or call anyone and advise them of your situation and location. Yell or hang a towel, shirt, etc. out the window to attract attention.
 - ONLY AS A LAST RESORT, if you are trapped and unable to communicate and no one is likely to know you are there, should you consider using a fire extinguisher, wet laboratory coat, masks, etc. in an attempt to escape through a disaster area. If a fire is involved, remain low to the floor to avoid smoke, vapors, and gases and crawl to your nearest exit..



Medical Campus Building Evacuation Areas

Building	Evacuation Area
ACC East (JMH)	[REDACTED]
ACC West (JMH)	[REDACTED]
Bascom Palmer Eye Institute	[REDACTED]
Batchelor Children’s Research Institute	[REDACTED]
Biomedical Research Building (BRB)	[REDACTED]
Calder Memorial Library	[REDACTED]
Central Building (JHM)	[REDACTED]
Clinical Research Building (CRB)	[REDACTED]
Debbie Institute/ School	[REDACTED]
Diabetes Research Institute (DRI)	[REDACTED]
Diagnostic Treatment Ctr. (JMH)	[REDACTED]
Dominion Parking Garage	[REDACTED]
Dominion Tower	[REDACTED]
Elliott Building	[REDACTED]
Fox Cancer Research Building	[REDACTED]
Gautier Building, R. Bunn	[REDACTED]
Highland Park Pavilion	[REDACTED]
Highland Professional	[REDACTED]
Hope Lodge	[REDACTED]
International Health Center (Trailer)	[REDACTED]
Jackson Medical Towers	[REDACTED]
Linda Ray Center	[REDACTED]
Lois Pope LIFE Center	[REDACTED]
Mailman Center for Child Development	[REDACTED]
McKnight Vision Research Center	[REDACTED]
Medical Training & Simulation Laboratory	[REDACTED]
Mental Health Center	[REDACTED]
MRI Center, Joseph Applebaum	[REDACTED]
National Parkinson Foundation	[REDACTED]



North Wing (JMH)	[REDACTED]
Papanicolaou Cancer Research Building	[REDACTED]
Park Plaza East (JMH)	[REDACTED]
Park Plaza West (JMH)	[REDACTED]
Professional Arts Center	[REDACTED]
Rehab Center (JMH)	[REDACTED]
Research Laboratory (Two-Story Lab)	[REDACTED]
Retter Auditorium (BPEI)	[REDACTED]
Rosenstiel Medical Science Building	[REDACTED]
Sewell Building (Halissee Hall)	[REDACTED]
Sieron Building (Center for Family Studies)	[REDACTED]
South Wing (JMH)	[REDACTED]
Sylvester Cancer Center	[REDACTED]
Trauma Center (JMH)	[REDACTED]
University of Miami Hospital & Clinics	[REDACTED]
Urgent Care Center (JMH)	[REDACTED]
Vinciana	[REDACTED]
West Wing (JMH)	[REDACTED]
Zanetti Building (Sickle Cell Center)	[REDACTED]

Contact Medical Security at (305) 243-6000 for the most current building evacuation areas

**NOTE that evacuation areas may temporarily or permanently change as necessary due to construction projects. The Medical Campus Security Department can be contacted for information on any changes.



Rosenstiel Campus Evacuation for Chemical, Biological, Explosion, Fire, or Radiological Incident

I. Response to an event outside of the building: Action: SHELTER IN PLACE

- a. If you become aware of an external hazard, such as an overturned tanker releasing chemicals, SHELTER IN PLACE (Remain Inside Building) until you hear otherwise.
- b. Think! Don't panic!
- c. Notify Security immediately (305) 421-4766 (office) or 305-710-7991 (cell).
- d. Advise others who may not be aware of our procedures, like students and visitors, to remain indoors.
- e. Do not open exterior doors and windows. **Do not use elevators.** Seek shelter in an interior room without windows. Close the door and secure your area from smoke, gases, vapors, and dust. If possible, use wet towels, laboratory coats, etc., to seal large gaps under doors.
- f. Assist others who may need help.
- g. Remain alert and be prepared to proceed to another area or exit the building if instructed to do so by the appropriate authorities.

II. Response to an event inside of the building: Action: EVACUATE

- a. Identify NOW the safe evacuation area for your building in the event of fire, bomb threat, or incident specific to your building.
- b. If YOU discover an emergency and fear for your safety, notify those in your immediate area to evacuate, proceed to the nearest emergency exit, and activate the nearest fire alarm pull station. **Do not use elevators.** Report your findings to Security at 305-421-4766 (office) or 305-710-7991 (cell).
- c. The fire alarm, the public address system, or the telephone-calling tree may be used by University officials to order an evacuation. Upon hearing the fire alarm, listen closely for an announcement over the public address system (if your building has one). If no announcement is heard, and the alarm continues for more than three (3) minutes, evacuate the building. **Do not use elevators.**
- d. Turn off all gas, all electrical equipment except lights, and close all doors and windows (do not lock offices and labs unless there is something highly sensitive, i.e. large amounts of cash, etc.) Exit via the nearest safe stairwell. **Do not use elevators.** Proceed to your predetermined safe evacuation area.
- e. Check that all fellow employees are outside with you. If someone is missing, notify the Incident Commander (the on-site commander of responding fire department unit) or University Security immediately.



- f. Handicapped or disabled employees/students/visitors are to proceed to the nearest exit or exit stairwell (if located above the ground floor) and remain in the landing until Fire Rescue arrives to evacuate them. Supervisors must advise Fire Personnel/Incident Commander of any handicapped or disabled employees/students/visitors that are located in the stairwells upon their arrival to the building.
- g. Once the Fire Department has arrived, they have jurisdiction, and their instructions are to be followed.
- h. **IF TRAPPED**
- Secure your area from smoke, gases, vapors, and dust. Close doors. If possible, use wet towels, laboratory coats, etc., to seal large gaps under doors.
 - Use the telephone to call 911, Security 305-421-4766 (office) or 305-710-7991 (cell) or call anyone and advise them of your situation and location. Yell or hang a towel, shirt, etc. out the window to attract attention.
 - **ONLY AS A LAST RESORT**, if you are trapped and unable to communicate and no one is likely to know you are there, should you consider using a fire extinguisher, wet laboratory coat, masks, etc. in an attempt to escape through a disaster area. If a fire is involved, remain low to the floor to avoid smoke, vapors, and gases and crawl to your nearest exit.



Building Fire

General Information

- **Always notify the University's Police/Security Department on your campus in the event of a fire emergency:**

Coral Gables:	305-284-6666
Medical Campus:	305-243-6000
Rosenstiel Campus:	305-421-4766 (office) or 305-710-7991 (cell)
South Campus:	305-243-6000

Fire Preparation

- Vice presidents, deans, directors and/or department heads should conduct an annual review of fire emergency plans with their faculty and staff and forward any changes to OEM. A pre-designated outside assembly area for each University building is listed under the “Campus & Building Evacuation” section of this plan and should be reviewed with staff. The location of fire alarm pull stations should also be reviewed.
- Each department/unit should instruct faculty and staff annually in:
 - Fire reporting.
 - Evacuation procedures.
 - Location and operation of portable fire extinguisher.
 - Dangers in fighting small fires.
 - Procedures if exit is blocked.
- Maintain back-up computer data and copies of difficult-to-replace information in fireproof safe or other secure location
- Maintain employee phone and address list.
- Conduct a supervised fire drill as appropriate.
- Discuss any special arrangements for handicapped evacuation.

Fire Emergency Activities

- Attempt to contain or extinguish fire if fire is small. If there is any doubt about your ability to extinguish the fire by yourself safely, close the doors around the fire.
- Notify University Police/Security and/or Fire Department with pertinent information and activate fire alarm pull station.

An alarm bell or horn will automatically put evacuation procedures into effect.

- Information to be provided when notifying the fire department directly is as follows:
 - Street address, building and room number.
 - When any doubt exists about whether the fire has been properly put out.



- University Police/Security and Risk Management must be notified of every fire, regardless of size, even if it is already extinguished.
- Notify immediate supervisor.
- Evacuate building if fire is not immediately extinguished. **DO NOT USE ELEVATOR DURING A FIRE EMERGENCY.**
- Protect the safety of students, faculty and staff. Make sure handicapped individuals are assisted out of the building or situated to designated areas of refuge and/or exit stairwell landings.
- Keep all doors and windows surrounding the fire area closed in order to contain the fire.
- If possible, safely secure all valuable records.
- If conditions permit, move equipment or furnishings out of fire vicinity to minimize damage.
- Execute notification plan after emergency is under control or as time permits.
- Do not allow reentry into the building until cleared by authorities at the scene.

Salvage and Restoration

- Secure building and/or property from further damage or loss. Arrange for temporary protection such as boarding up windows, rigging tarpaulin, and so forth.
- Arrange security if needed to prevent looting or vandalism.
- Do not throw away any damaged material until you are authorized to do so by Risk Management or until after the insurance adjuster has seen it. This does not prohibit you from removing burned or damaged material to the outside of the building. Place this material in a "hold area" until adjuster has seen it.
- Keep records of authorized expenditures.



Hostile Intruder

Definitions

- **Emergency Alert Message (EAM)** – a communication message that warns of a danger and gives the recipient basic instructions to take protective measures.
- **Hostile Intruder** - any armed intruder(s) engaged in the act of shooting victims (also known as “active shooter”). The act may be random or targeted at specific victims.

General Information

- Key CDT members (University-wide or specific campus) will assist in early communications and the activation of the ENN system.
- Police will respond and rapidly deploy with a force-on-force response to the immediate threat.
- The community, upon receipt of an EAM thru the ENN or other warning, will take immediate steps to follow the directions given in the warning.

Pre-Emergency Plan – Each department/unit should:

- If necessary, work with University Police/ Security/OEM to create a plan that meets the needs of the individual unit (see sample unit plan attached).
- Conduct a meeting with employees to educate them about this Hostile Intruder plan.
- Post basic Police emergency response instructions at work stations for quick reference.
- Train staff for all tasks in the unit plan and assign tasks such as securing doors, calling for help, accounting for personnel, etc.
- Train and educate all new employees and review assignments with any personnel changes.
- Practice the plan.
- A few hours of planning will pay off in the event of a real emergency.

Action Steps

The following guidelines are meant to assist you in a violent situation where guns or other weapons are involved. Notify 911 of your situation if possible. It should be noted that these types of incidents are very unpredictable and may require that you alter these recommendations depending on your exact situation. Develop a plan that includes designating a safe room or rooms located in your area away from outside windows, if possible, preferably equipped with a phone, and where the door(s) can be locked from the inside.

University Police recommends a “Shelter in Place” approach as the best safety practice, as opposed to a campus-wide lockdown. University Police created the STAY strategy to help faculty, staff and student remember what to do in these situations.

- **Secure** your area, lock or barricade doors and windows, close blinds, prevent anyone/anything from accessing occupants.
- **Take cover**, hide, stay out of sight.
- **Advise** others so that they can take steps to protect themselves; await further information.
- **You** must take measures to protect your safety. Police will be busy with the actual response to the incident and will not be able to direct your personal actions unless you are actively involved.



Under the STAY strategy, all buildings and organizational units would use existing emergency plans and, at their discretion, allow others to access their facilities to seek shelter. It is expected that a large number of people would seek shelter-in-place in classrooms and major buildings on the campuses. Any decision to lock down buildings would be made on an individual and localized basis within the framework of managing the overall incident.

Individuals who are outdoors on campus in an emergency situation need to make the best personal safety decision they can based on common sense, situational awareness, immediacy of the threat, and the availability of nearby facilities that may provide shelter-in-place options.

As a LAST resort if you are cornered, consider fighting as a group. Aggressive, chaotic behavior may disorient your attacker and diminish his accuracy. Working as a group, you may also be able to subdue and neutralize the threat.

If there is an opportunity to escape, get as far away as possible and do not gather in groups. Once you are in a safe location let 911 or security know your location and whether you are injured. If injured call 911; if able, contact your supervisor.

You should understand the police response to active shooter situations. They are trained to enter the building as soon as possible and proceed to the area of the shooter(s). They will move quickly and directly. When you encounter responding police officers they are trained to treat every one as a potential threat. Comply with any commands given by the police. Usually there will be commands given to show your hands, drop anything in your hands and to get on the ground. Stay calm and show you are not a threat or the offender. The police may take actions to take control of you, which may include handcuffing.

COMPLY WITH ANY AND ALL COMMANDS ISSUED BY POLICE OFFICERS!

Early on in an incident, police may not be able to rescue people. Remain calm and patient during this time, so as not to interfere with police operations. Injured parties will be rescued when safe. Be prepared to administer first aid if it is safe to do so.

If you are alerted to an active shooter situation while enroute to the campus, do not continue to campus. Alerts and all-clear messages will be issued by email and telephone contacts.

Emergency Telephone Numbers

Coral Gables Campus Police Dispatch	305-284-6666
Medical Campus Security	305-243-6000
Rosenstiel Campus Security	305-421-4766 (office) or 305-710-7991 (cell)
Richmond Campus	Notify Miami-Dade Police Department 911
South Campus	Notify Miami-Dade Police Department 911
Koubek Center	Notify Miami Police 911
Any Emergency	911



Pre-Incident Indicators (Warning Signs)

Faculty and staff are often the first to observe signs that a student or co-worker may be experiencing a mental health problem based upon classroom demeanor, attendance, and/or performance. Become knowledgeable about signs that may indicate an individual is experiencing a mental health problem, guidelines for basic intervention, and the University resources that are available.

Look for these warning signs: agitation, increased irritability, aggressive or abrasive behavior, excessive procrastination, poorly prepared or incomplete work, infrequent class attendance, depression or lack of energy, statements of hopelessness, marked change in personal hygiene, withdrawal/isolation, indecisiveness and confusion, heightened anxiety, self-injurious behavior (cutting), changes in weight, bizarre, alarming or dangerous behaviors, talk or obsession with weapons, recent acquisition of a weapon.

Some guidelines for interaction include the following:

- Involve yourself only to the extent that you feel comfortable. At times, in an attempt to reach or help a troubled person, you may become more involved than time or skill permits.
- Whenever possible, speak directly to the person. Request to see him/her in private.
- If you are comfortable, listen carefully and attempt to identify the problem or concern.
- Do not ignore strange and inappropriate behavior. The individual can be informed that such behavior is distracting and inappropriate.
- Encourage students to call the University Counseling Center if you believe that professional counseling might be beneficial. Students experiencing significant distress can usually be accommodated immediately during office hours. The service is confidential and there is no charge. Employees may be referred to the Employee Assistance Program and Human Resources should be involved.
- If there is any concern or indication that the behavior of a student, faculty or staff member may result in violence, contact the Police or Security agency for your campus.
- If the person is not affiliated with the University of Miami, call the Campus Police or Security office IMMEDIATELY. Provide the individual's location, description, behavior, and possession or implied possession of weapons.

The University has referral and intervention systems in place to address the needs of students who may be experiencing mental health problems. Contact the appropriate office to report concerns about a student and/or to consult with a University administrator.

- **Counseling Center (305-284-5511):** Provides personal counseling, crisis intervention, group therapy, consultation and outreach, psychiatric consultation, as well as career and academic counseling to students. The Counseling Center can ordinarily provide same-day counseling in a crisis. In an emergency during regular business hours, faculty or students may contact the Counseling Center and request to speak to Dr. Pamela Deroian. Let the receptionist know who you are and what kind of service you are requesting.
- **Medical Education/ Student Affairs (305-243-6737):** Provides referrals for counseling, intervention, and therapy for students. In an emergency on weekends and after hours, students can contact Security for help at 305-243-6000.
- **Dean of Students Office (305-284-5353):** Advises and directs the efforts of students, faculty and administrators in disciplinary and other student-related concerns and assists students in their adjustments to campus life. The Dean of Students also chairs the Student Assessment Committee



which intervenes with students whose behavior may pose an immediate threat to the student's own health or safety or to the health or safety of others. Faculty may contact or directly refer students to Nikki Abramson, LCSW (Assistant to the Dean/Case Manager) to address the needs of students through a variety of interventions, referrals, and follow-up services. When calling Ms. Abramson, let the receptionist know that you are reporting a possible student mental health emergency.

- **Pier 21-William W. Sandler Jr. Center for Alcohol and Other Drug Education (305-284-6120):** Comprehensive prevention, intervention, education and referral program focusing on alcohol and other drug use, misuse, and dependency. Students may walk in themselves, be referred anonymously by other students, faculty, or staff, or be referred after violating the campus Alcohol and Other Drug policy.
- **Student Health Center (305-284-5927):** The Student Health Center provides primary care, specialty care and pharmacy services to eligible students. Students can schedule an appointment or walk in for their urgent care needs.
- **University of Miami Police Department (UMPD) (305 284-6666):** The University of Miami Police Department patrols campus, responds to emergency and non-emergency calls for service, enforces laws (including traffic), conducts criminal investigations, and carries out other law enforcement related activities.
- **University of Miami Security Department (305 243-6000):** The University of Miami Security Department patrols campus, responds to emergency and non-emergency calls for service, enforces policies, conducts investigations, and carries out other security related activities.

If you have a serious concern about a student or feel that he/she poses a threat to him/herself or others and are unsure about what action to take, please contact the Counseling Center (305-284-5511), the Dean of Students office (305-284-5353) or Medical Education/ Student Affairs (305-243-6737) immediately. After business hours, call University Police at 305-284-6666 or Security at 305-243-6000. University Police can directly contact on-call staff from the Counseling Center, Student Affairs, and/or Residence Halls if necessary.

Similar resources exist for employees of the University of Miami.

- **Employee Assistance Program (EAP) (305-284-6604):** The Employee Assistance Program can provide assistance and referrals for a wide range of personal issues.
- **Human Resources**
 - Coral Gables and Rosenstiel Campuses (305-284-3087)
 - Medical Campus (305-243-6393)
- **University of Miami Police Department (UMPD) (305 284-6666):** The University of Miami Police Department patrols campus, responds to emergency and non-emergency calls for service, enforces laws (including traffic), conducts criminal investigations, and carries out other law enforcement related activities.
- **University of Miami Security Department (305 243-6000):** The University of Miami Security Department patrols campus, responds to emergency and non-emergency calls for service, enforces policies, conducts investigations, and carries out other security related activities.



Sample Hostile Intruder Unit-Level Plan

This sample plan is intended as a *guideline*. Each Unit should develop its own plan(s) based on the space and unit structure.

Emergency Response

1. Upon notification (phone, text message, ThorGuard alert, e-mail, etc.) of a police emergency, staff will use any available information (personal observation, nearby sounds, content of alert message) to quickly evaluate whether the threat is nearby and imminent or is not clearly nearby.
2. Utilize the STAY strategy:
 - Secure your area, lock or barricade doors and windows, close blinds, prevent anyone/ anything from accessing occupants.
 - Take cover, hide, stay out of sight.
 - Advise others so that they can take steps to protect themselves; await further information.
 - You must take measures to protect your safety. Police will be busy with the actual response to the incident and will not be able to direct your personal actions unless you are actively involved.
3. If the threat is **NOT clearly nearby**:
 - Staff should make every effort to secure as many exterior/perimeter doors, other access points as practical;
 - Occupants of the building should be instructed to remain in the building – entry to and exit from the building should not occur;
 - Occupants should be instructed to move to interior offices and rooms (Designated Safe Room or area);
 - Staff and occupants of the building should move away from windows and other areas visible from the exterior.
 - All persons should remain in the interior space until advised by Police or University Administrators that it is safe to leave
4. If the threat **appears to be nearby or imminent** (i.e., danger in sight, shots heard, etc.):
 - Staff and occupants should move immediately away from the threat, to an interior office or room and secure the door behind them*;
 - Locking exterior doors/elevators should be done **ONLY** if the staff feels they can do so without placing themselves in danger – it is understood that this action may result in a office/building/space that is only partially-secured
 - All persons should remain in the interior space until advised by Police or University Administrators that it is safe to leave

Safe Room – Room ### (Break Room), no windows.

Safe Room preparation – Close and lock the office on either side of the safe room (room##X and ##Y), stand by at safe room door ready to lock and secure with all staff.

Assignments

Receptionist – Lock main office door, close blinds, turn off lights, notify the department head.

Occupant of Office Closest to Rear door – Lock the rear door, proceed to reception area notifying occupants of all offices and prepare the safe room.

Department Head - Monitor situation, oversee response plan, report any activity that may be related to the incident to police/security, be prepared to adapt response to an evolving situation.



Sudden Cardiac Arrest

Background Information

Over 400,000 people die each year in the US from sudden cardiac arrest. Cardiac arrest usually results from some underlying form of heart disease. Most cardiac arrests are due to abnormal heart rhythms called arrhythmias. Ventricular Fibrillation (VF) is the most common arrhythmia that causes cardiac arrest. Death follows within minutes without defibrillation.

Defibrillation is the only known therapy for VF. A life-saving pulse of electricity (defibrillation) must be delivered quickly to restore the heart's normal rhythm and pump blood throughout the body. This technique of giving electrical shock can restore the heart's normal rhythm if it is done within minutes of the arrest. For every minute that passes without defibrillation, a victim's chance of survival decreases by 7-10%. After as little as 10 minutes, very few resuscitation attempts are successful. Studies and real life events have shown that when victims of sudden cardiac arrest receive the lifesaving Automatic External Defibrillator (AED) shock within 3 minutes of collapsing, their chance of survival can increase to 74%.

Program Information

The University of Miami has developed a Public Access Defibrillator Program with a vision to lowering the area's death rate due to sudden cardiac arrest by maintaining an exemplary expanding PAD program supported with equipment that is user-friendly and easily accessible. The University has installed AED units throughout the Medical , Coral Gables , and Rosenstiel campuses. All Public Safety and Security vehicles also have the devices. AED and CPR classes are scheduled throughout the year for University faculty, staff, and students.

To view the specific AED locations on the University campuses and a demo film on the device, visit the Office of Environmental Health and Safety website at www.miami.edu/ehs.



Terrorism

Background Information

Terrorism is “the unlawful act of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives” [28CFR0.85(1)]. What makes terrorist acts so dangerous is that they are systematic, unpredictable and indiscriminate criminal acts intended to cause damage, to inflict harm, and to kill. The purpose is to achieve maximum disruption of normal activity and to create extreme anxiety and paralyze the target population. Its success depends upon the fear it creates. There may be anywhere from 4 to 20 psychological victims for every physical victim, and the behavioral health consequences may well be the most widespread, long lasting, and expensive consequences of a mass casualty event.

Historically, terrorism has been categorized into left- and right-wing extremism and special interest terrorism. Much of this extremism has grown out of frustration with what adherent’s view as flaws in American political and societal values. More recently, terrorists have moved from a “means to an end” to terrorism as an end in itself, with the phenomenon of loosely affiliated international extremists. It also appears likely that, as governments “harden” official targets, terrorists will increasingly seek more vulnerable “softer” targets.

It is important to recognize that terrorism is a criminal act and effort should be made to coordinate with law enforcement agencies to preserve physical evidence where feasible without compromising medical care to the victims.

Responding personnel should be aware that entry at the scene could cause exposure to deadly radioactive, chemical, or biological agents that may have contaminated the atmosphere and environment around the scene. Fires and/or collapsed building sections may intensify thermal and physical hazards. An appropriate response may require decontamination of equipment, entry personnel, survivors, and casualties. Be aware of the possible presence of a secondary device intended to injure or kill.

Experts agree that there are five categories of terrorist incidents: biological, nuclear, incendiary, chemical, and explosive.

1. Biological agents pose serious threats considering their fairly accessible nature and the potential for their rapid spread. These agents can be disseminated in the following ways: aerosols, oral (contaminating food or water), dermal (direct skin contact), or injection. Inhalation or ingestion is the most likely.

The biological indicators will present either as a public health emergency or a focused response to an incident, e.g., a toxin. The onset of symptoms may take days to weeks, with no characteristic signatures.

An early clustering of flu-like illness might represent an early start to the influenza season, the introduction of a new pandemic strain, or the initial warning of a terrorist event.

The Centers for Disease Control list approximately 20 biological agents classified in three different categories (A, B and C) such as bacterial agents, viral agents and biological toxins) which are considered as possibilities for terrorist use. Complete information on these agents can be accessed by logging in at <http://www.bt.cdc.gov/agent/agentlist-category.asp>. Following is a list of those considered most likely to be used.



- Anthrax (*Bacillus anthracis*) infection is a disease acquired following contact with infected animals or contaminated animal products or following the intentional release of anthrax spores as a biological weapon. Exposure to an aerosol of anthrax spores could cause symptoms as soon as 2 days or as late as 6-8 weeks after exposure. Further, the early presentation of anthrax disease would resemble a fever or cough and would therefore be exceedingly difficult to diagnose without a high degree of suspicion. Once symptoms begin, death follows 1-3 days later for most people. If appropriate antibiotics are not started *before* development of symptoms, the mortality rate is estimated to be 90%.
- Botulinum toxin (produced by *Clostridia botulinum*) is the single most poisonous substance known, and poses a major bioweapons threat because of its extreme potency and lethality; its ease of production, transport and misuse; and the potential need for prolonged intensive care in affected persons. Natural cases of botulism typically result from food contamination (food not or incompletely heated) with absorption of the toxin from the gut or a wound. The incubation period for food-borne botulism can be from 2 hours to 8 days after ingestion. Patients with botulism typically present with difficulty speaking, seeing and/or swallowing and may initially present with gastrointestinal distress, nausea, and vomiting preceding neurological symptoms.
- Plague (*Yersinia pestis*) is an infectious disease of animals and humans found in rodents and their fleas. Pneumonic plague occurs with infection of the lungs. The incubation period is 1 to 6 days and the first signs of illness are fever, headache, weakness, and cough productive of bloody or watery sputum. The pneumonia progresses over 2 to 4 days and may cause septic shock and, without early treatment, death. Person-to-person transmission of pneumonic plague occurs through respiratory droplets, which can only infect those who have face-to-face contact with the ill patient. Early treatment of pneumonic plague with antibiotics is essential.
- Smallpox (*variola major*) has an incubation period of 7 to 17 days following exposure. Initial symptoms include high fever, fatigue, and head and back aches. A characteristic rash, most prominent on the face, arms, and legs, follows in 2-3 days. Smallpox is spread from one person to another by infected saliva droplets that expose a susceptible person having face-to-face contact with the ill person.
- Tularemia (*Francisella tularensis*) is one of the most infectious pathogenic bacteria known, requiring inoculation or inhalation of as few as 10 organisms to cause disease. It is a zoonosis, with natural reservoirs in small mammals such as voles, mice, water rats, squirrels, rabbits and hares. Naturally acquired human infection occurs through a variety of mechanisms such as: bites of infected arthropods; handling infectious animal tissues or fluids; direct contact or ingestion of contaminated water, food, or soil; and inhalation of infective aerosols. Human to human transmission has not been documented. Aerosol dissemination by a terrorist would be expected to result in the abrupt onset of acute, non-specific febrile illness beginning 3 to 5 days later (incubation range, 1-14 days). Treatment is with antibiotics.

The Centers for Disease Control and Prevention (CDC) regulates the possession, use, and transfer of select agents and toxins that have the potential to pose a severe threat to public health and safety. The CDC Select Agent Program oversees these activities and registers all laboratories and other entities in the United States of America that possess, use, or transfer a select agent or toxin.

The U.S. Departments of Health and Human Services (HHS) and Agriculture (USDA) published final rules for the possession, use, and transfer of select agents and toxins (42 C.F.R. Part 73, 7 C.F.R. Part 331, and 9 C.F.R. Part 121) in the Federal Register on March 18, 2005



To access the complete list of this Select Agents, login at www.cdc.gov/od/sap/docs/salist.pdf.

2. Nuclear incidents are expected to take one of two forms: threatened or actual detonation of a nuclear bomb or threatened or actual detonation of a conventional explosive incorporating nuclear materials. It is unlikely that a terrorist could acquire or build a functional nuclear weapon. Dispersal of nuclear materials with a conventional explosive would contaminate the bombsite and raise environmental decontamination and long-term health issues.

Nuclear indicators, short of actual detonation or obvious involvement of radiological materials, include observation for a Department of Transportation placard or decal, and radiation detection devices.

3. Incendiary incidents could be any mechanical, electrical, or chemical device used to cause a fire.

Indicators of incendiary devices include multiple fires, remains of incendiary device components, odors of accelerants (e.g., gasoline), and unusually heavy burning or fire volume.

4. Chemical agents fall into five classes: nerve (disrupt nerve impulse transmission), blister (severe burns to eyes, skin, respiratory tract), blood (interfere with oxygen transport), choking, and irritating (designed to incapacitate).

- Nerve agents are similar to organophosphate pesticides, but with higher toxicity. Early symptoms include uncontrolled salivation, lacrimation, urination, and defecation. These agents may resemble water or light oil and possess no odor, and are best dispersed as an aerosol. Many dead animals at the scene may indicate a nerve agent.
- Blister agents are also referred to as mustard agents due to their characteristic smell. They can be absorbed through the skin, and clinical symptoms may not appear for hours or days. These agents are heavy, oily liquids, dispersed by aerosol or vaporization.
- Blood agents interfere with oxygen transport by the blood, resulting in asphyxiation. Clinical symptoms include respiratory distress, vomiting and diarrhea, and vertigo and headaches. These agents are gasses, although precursor chemicals are typically cyanide salts and acids. All have the aroma of bitter almonds or peach blossoms.
- Choking agents stress the respiratory tract by causing edema (fluid in the lungs) which can result in asphyxiation. Clinical symptoms include severe eye irritation and respiratory distress. Most people recognize the odor of chlorine; phosgene has the odor of newly cut hay. Both are gases and must be stored and transported in cylinders.
- Irritating agents, also known as riot control agents or tear gas are designed to incapacitate. Generally, they are nonlethal; however, they can result in asphyxiation. Clinical symptoms include eye and throat irritation, respiratory distress, and nausea and vomiting.

5. Explosive agents, i.e., bombs, can be 1) readily made from commonly available materials (e.g., ammonium nitrate fertilizer and diesel fuel), 2) obtained from commercial sources (e.g., blasting agents and explosives), or 3) obtained from the military. These devices account for 70 percent of terrorist attacks.



Chemical, biological, and radiological weapons--often referred to as weapons of mass destruction--have the potential to kill large numbers of people and cause mass fear. Modern society, with its use of computers and technology, is vulnerable to cyber terrorism and even more exotic dangers such as high-energy radio frequency and electromagnetic pulse weapons capable of causing denial of service and damage to circuitry.

Preparation

Given the open environment of academic institutions it would be easy for a terrorist to access most of these facilities. Obvious targets include public gathering points (arena, stadium, auditorium, etc.), laboratories, and food service. Although the probability of a terrorist event is very low, the consequences are high. It is not possible to plan for every contingency; however, the following are considered reasonable steps to reduce the opportunities for a terrorist.

- Enhance awareness of daily environments, i.e., normal activities, mail, packages, persons, vehicles, etc. Anything unusual or “out of the ordinary” should be considered in the context of a potential terrorist event and promptly reported to University Police/Security:
 - Coral Gables 305-284-6666
 - Medical 305-243-6000
 - Rosenstiel 305-421-4766 (office) or 305-710-7991 (cell)

(See Environmental Health and Safety website “www.miami.edu/ehs” for information on suspicious packages and links to additional information on terrorism.)

- Monitor activities and groups that might indicate a potential terrorist event. Examples include:
 - Groups fostering anti-University, anti-government, or anti-U.S. agitation, intimidation, etc.
 - Meetings, rallies, and demonstrations being organized; inflammatory speeches and charges; provocation of authorities to intervene or overreact.
 - Dissent for political, social, or ethnic reasons.
 - New spokespersons for the people’s, animal, or environmental causes emerging or out-of-town organizers arriving.
- Control access to laboratories and other areas that could pose likely targets. Lock doors when laboratory personnel are not present.
- Perform background checks of employees and students working with materials or in areas that might pose targets.
- Monitor and report any unusual cases of upper respiratory disease, rash, or other unusual symptoms.
- Follow established medical guidelines for reporting to the Miami-Dade Health Department when a cold or flu is suspected to be something more.
- Design new facilities with focus on safety and security.



Response

- Regardless of the type of event it is the policy of the University to notify immediately University Police or Security for your campus and Environmental Health and Safety, 305-243-3400.

o Coral Gables	305-284-6666
o Medical	305-243-6000
o Rosenstiel	305-421-4766 (office) or 305-710-7991 (cell)

If the event is suspected to involve nuclear or radiological material, also notify immediately the Radiation Control Center, 305-243-6360.

- UM Police/Security and/or Environmental Health and Safety will notify the CDTs.
- University Communications from each campus will coordinate responses and inform faculty, staff and students (via email and the University homepage) so that those persons most directly in contact with affected individuals can be properly assessed at the Health Center or other designated location(s). Care should be taken to avoid triggering a mass screening that would tax limited resources.
- Environmental Health and Safety will develop and disseminate clear and factual information about a potential hazard, without causing panic or mass hysteria. Assure students, staff, and faculty that they are not the victims of a bioterrorist attack (most have been hoaxes), while encouraging them to discuss the issue and suggest ways to create a safe environment.
- Media communications are critical. Accurate, up-to-date information should be provided regularly, without conjectures about the future or about information that is not yet available. The University Hotlines available for emergency communications:

o Coral Gables Campus/University-wide	305-284-5151
o Medical Campus	305-243-6079
o Rosenstiel	305-421-4888
o Toll free	800-227-0534

- Personal protective equipment (PPE) and respiratory protection should only be used by those who are properly trained and equipped in their use. Unless notified otherwise by University, Local, State, or Federal Authorities, disposable PPE should be placed in the routine trash. If it is likely that the PPE is contaminated with a biological or chemical agent, then it should be disposed as medical waste (i.e., red bag).
- Provide for psychological care relative to the potentially large number of psychological victims. Interventions include restoration of “normalcy” including an effective social role and return to usual sources of support. Consider the need for long-term follow-up of patients (e.g. periodic physical).

Suspicious Packages/Envelopes

Although a package could contain a biological, chemical or explosive agent, the likelihood is remote. Experience demonstrates that most are a hoax. We must use common sense. The fact that you receive a package without a return address is no reason in itself to be alarmed, particularly if you are accustomed to



getting those types of package from a known sender. However, it is our responsibility to remain vigilant and treat packages that you find suspicious as if there is a real threat.

Staff responsible for incoming mail should be especially vigilant.

What is a suspicious package?

A good rule of thumb to use when evaluating a package would be “Is it unusual, considering normal incoming mail and packages?” The following are some indicators that may help you in this evaluation:

- Grease stains or discoloration on paper
- Strange odors
- Lopsided or uneven envelope
- Protruding wires or tinfoil
- Excessive securing material, such as masking tape, string, etc.
- Excessive weight
- Wrapped in brown paper with twine
- No return address
- Insufficient or excessive postage
- Return address and postmark are not from same area
- Foreign mail
- Restrictive markings such as Confidential, Personal, or Hand Deliver
- Hand-written or poorly typed addresses
- Incorrect titles
- Titles but no names
- Misspellings of common words
- Is addressee familiar with name and address of sender?
- Is addressee expecting package/letter?

Opened Package

If you have opened a package containing a threat, powder, or unknown substance or have handled an unopened package with a substance spilling out of or bleeding through:

- Place it down gently at the location where you opened or touched it. Try to keep the substance from becoming airborne. Do not shake or empty the contents of the package.
- You may place the package and contents in a zip-lock style plastic bag if available.
- Do not move the package from its current location.
- Leave the room and close the windows and doors behind you. Move to an area that will minimize your exposing others.
- If possible, wash your hands with soap and water to prevent spreading any powder to your face.



- Immediately contact University Police/Security for your Campus:
 - Coral Gables 305-284-6666
 - Medical 305-243-6000
 - Rosenstiel 305-421-4766 (office) or 305-710-7991 (cell)
- Do not allow others to enter the area.
- Campus Police/Security will notify the appropriate agencies and University departments, depending on the situation.
- List the names and telephone numbers of all the people present in the room or area when this suspicious letter or package was opened. Give this list to the law enforcement officers when they arrive.
- Remain calm. Exposure does not mean that you will become sick. Emergency responders, Public Health officials and/or Environmental Health and Safety will provide specific information and instructions.
- Depending on your situation, responding emergency personnel may ask you to shower and change clothes. It is important to place contaminated clothing in a sealable plastic bag for analysis and evidence.
- Testing of individual exposed to an unknown substance for an infectious agent by use of nasal swabs or blood tests is usually not appropriate until Health Department test results are available.
- There is no need for any decontamination of individuals who have not had direct contact with the letter or package that contains an unknown substance.
- Should any tests be required, the results will be reported to individuals as soon as they are known, either by Environmental Health and Safety, or appropriate Public Health officials.

Unopened Package

If the suspicious package is unopened with no leakage, spillage or bleeding:

- You may place the package and contents in a zip-lock style sealable plastic bag if one is available.
- Immediately contact University Police or Security for your Campus:
 - Coral Gables 305-284-6666
 - Medical 305-243-6000
 - Rosenstiel 305-421-4766 (office) or 305-710-7991 (cell)
- Campus Police/Security will notify the appropriate agencies and University departments, depending on the situation.
- Individuals that may have been exposed will be contacted as soon as any test results are known.



Issues Concerning Exposures

According to this plan the University would notify Local, State, and/or Federal Authorities, as appropriate, depending on the type of (suspected) exposure. The University would follow the guidelines established by these agencies as necessary.

In general, the University would cover only those incidents, which are directly related to University facilities, in a variety of ways. Employees with credible exposure would be covered by workers compensation (if applicable) or their individual health insurance, including pharmaceuticals (antibiotics) which may be required. Students would be covered under their individual health insurance.

Credible incidents shall be reported to local law enforcement (police) and the Miami-Dade County Health Department. These agencies will provide criminal and epidemiological investigation.

Appropriate personal protective equipment will be recommended by Environmental Health and Safety for workers having credible potential for exposure. For example, mailroom workers have been provided training and offered gloves and respiratory protection against possible anthrax-contaminated mail.

University medical providers should remain alert for patients presenting with symptoms of suspected exposure to bioterrorist agents and follow established medical guidelines for reporting to the Miami-Dade Health Department.

Should you have any additional questions, please call Environmental Health and Safety at 305-243-3400.



Severe Weather

Thunderstorms are a greatly underestimated hazard, partly because they are so common. In reality, thunderstorms can cause flash floods, produce damaging hail, create strong winds, spawn tornadoes, and discharge lightning.

Observe the following rules if lightning is occurring or is about to commence:

- * **Indoors** - stay away from doors and windows. Avoid water, telephone lines, and all metal objects, including electric wires, machinery, motors, power tools, etc. Do not use the telephone. Take off head sets. Turn off, unplug, and stay away from appliances, computers, power tools, TV set, etc. Lightning may strike exterior electric and phone lines, inducing shocks through inside equipment.
- * **In your car** - because cars are supported on rubber tires (an effective electric insulator) they are generally safe from lightning strikes. Electrical current will also generally follow a path around, rather than through, the passenger compartment (not necessarily true for convertibles).
- * **In an open area** - go to the nearest ditch or ravine and drop to your knees. There are a number of "**do not**s" to keep in mind.
 - * **Do not** stand in an open area
 - * **Do not** stand underneath a tall tree (especially if it is in an isolated area)
 - * **Do not** seek shelter in a small structure in an open area, such as picnic or rain shelters
 - * **Do not** stay in or around a body of water
 - * **Do not** go near anything metal - farm equipment, golf clubs, wire fences, etc.
- * **If** you feel your hair standing on end, drop to your knees and bend forward, putting your hands on your knees. Do not lie flat on the ground.

Injured persons do not carry an electrical charge and can be handled safely. Apply first aid procedures to a lightning victim if you are qualified to do so. Call 911 or send for help immediately.

In addition to these procedures, the University has in place a Lightning Prediction System on the Coral Gables Campus Only which can provide early warning for potential lightning strikes. When conditions for a lightning strike exist during a thunderstorm, the system will give a 15-second continuous siren blast. These sirens are located near the University's playing fields and outdoor pool area. At the same time, an amber strobe light connected to the siren assembly will activate and flash. The light will remain active for the duration of the alert. Once the potential for a lightning strike has passed, the system will emit three short 5-second blasts signifying that the alert has ended and the amber light will turn off.



Tornado

Generally there will be a brief warning period, which is insufficient to take major emergency protection measures for the facility, but hopefully sufficient time for last minute survival efforts.

When a TORNADO WATCH is announced, this means that tornadoes may occur. Keep your radio, TV or NOAA weather radio tuned to a local station for information and advice from Weather Service.

When a TORNADO WARNING is issued, **take shelter immediately**. A tornado has actually been sighted.

Keep the following in mind:

- Be alert to what is happening outside. In addition to a greenish-black color to the sky, hail usually accompanies storms which generate tornadoes.
- In an office building, dormitory, shopping center, your home -- go to an interior hallway on the lowest level. Seek out interior spaces that form a protective core; closets and bathrooms in the center offer the greatest protection. Stay away from windows, exterior walls and exterior doors. If possible, cover yourself with a rug or blanket. **DO NOT USE THE ELEVATOR!**
- In a car - if the tornado is nearby, get out. **Do not try to out run a tornado with your vehicle.** If it is not possible to find suitable shelter inside a building, lay flat in a ditch, culvert or low area. Cover the back of your neck with your hands.
- In a mobile home - get out immediately!
- If you are outdoors - lie face down in a ditch or nearest low area and cover your head with your hands. **This procedure is preferable to remaining in a car or mobile home.**
- If you see a tornado and it is not moving to the right or left relative to the trees, it may be moving towards you. Remember that although tornadoes usually move from southwest to northeast, they also move towards the east, southeast, the north and even northwest.

After the tornado, stay alert! Take extreme care when moving about in an area damaged by a tornado. Watch for downed power lines, shattered glass, splintered wood, or other sharp protruding objects.

The University's Lightning Prediction System, available on the Coral Gables Campus Only, will also be active during a tornado threat. When conditions for a lightning strike exist during a tornado warning, the system will give a 15-second continuous siren blast. These sirens are located near the University's playing fields and outdoor pool area. At the same time, an amber strobe light connected to the siren assembly will activate and flash. The light will remain active for the duration of the alert. Once the potential for a lightning strike has passed, the system will emit three short 5-second blasts signifying that the alert has ended and the amber light will turn off.



Tropical Storm/Hurricane

HURRICANE SEASON IS JUNE 1 - NOVEMBER 30

Tropical storm development is constantly monitored by the Rosenstiel School weather office and OEM during the Atlantic Hurricane Season. The CDTs and EAC are notified if there is any indication of a storm tracking toward the South Florida area. Actions are dictated by the expected arrival of sustained Tropical Storm Force Winds (TSFW).

At the beginning of the Atlantic hurricane season, each individual unit should:

- Review their individual unit plan with all managers and other individuals with responsibilities. Individual unit plans are found in Section II.
- Ensure that a **telephone tree** for notification of staff is in place.
- Periodically back up data.
- Check emergency equipment.
- Replenish inventory supplies.

ACTION STEPS – TROPICAL STORM

READY - Arrival of sustained TSFW 72 – 36 hours away

1. CDT (University-wide) meets as needed and monitors the situation (meetings may be conducted by telephone).

SET - Arrival of sustained TSFW 36 – 24 hours away

1. CDT and/or EAC meets as needed and monitors the situation (meetings may be conducted by telephone).
2. The University Hotlines and the EOCs may be activated.
3. Facilities Administration secures loose items on campus.

SHELTER - Arrival of sustained TSFW 24 – 0 hours away

1. CDT and/or EAC meets as needed and monitors the situation continually.
2. Individual units are informed of the situation by meeting, e-mail or voice.
3. The University Hotlines are activated.
4. The EOC may be activated.
5. Facilities Administration continues to secure the campus.
6. If travel or campus conditions are forecasted to become dangerous:
 - a. Classes are cancelled.
 - b. Non-essential personnel may be released.

**ACTION STEPS – CATEGORY ONE HURRICANE**

NOTE: Rosenstiel Campus treats all Hurricanes as Major Hurricanes.

READY - Arrival of sustained TSFW 72 – 36 hours away

1. CDT (University-wide) meets as needed and monitors the situation (meetings may be conducted by telephone).
2. The University Hotlines are activated.
3. Web announcement are issued.
4. Facilities Administration secures the campus.

SET - Arrival of sustained TSFW 36 – 24 hours away

1. CDT and/or EAC meets as needed and monitors the situation continually.
2. Individual units kept informed of the situation by meeting, e-mail or voice.
 - a. Individual units are instructed to execute their **Pre-Disaster Activation Action Steps**.
 - b. Individual units may be instructed to secure building & office contents.
 - c. Students are instructed to prepare their rooms.
3. Facilities Administration continues to secure the campus.

SHELTER - Arrival of sustained TSFW 24 – 0 hours away*

1. CDT and/or EAC meets as needed and monitors the situation continually (meetings may be conducted by telephone).
2. The EOCs are activated.
3. University Hotlines are staffed.
4. Classes are cancelled.
5. Individual units kept informed of the situation by meeting, e-mail or voice.
 - a. Individual Units are instructed to execute their **Pre-Disaster Activation Action Steps**.
 - b. Individual units may be instructed to secure building & office contents.
6. Facilities Administration continues to secure the campus.
7. Once work areas are secured, all non-essential personnel are released.

***These steps should commence at the beginning of the SHELTER Period.**

**ACTION STEPS – CATEGORY TWO HURRICANE**

NOTE: Rosenstiel Campus treats all Hurricanes as Major Hurricanes.

READY - Arrival of sustained TSFW 72 – 36 hours away

1. CDT (University-wide) meets as needed and monitors the situation (meetings may be conducted by telephone).
2. The University Hotlines are activated.
3. Web announcement are issued.
4. Facilities Administration secures the campus.

SET - Arrival of sustained TSFW 36 – 24 hours away

1. CDT and/or EAC meets as needed and monitors the situation continually.
2. Individual units kept informed of the situation by meeting, e-mail or voice.
 - a. Individual Units are instructed to execute their **Pre-Disaster Activation Action Steps**.
 - b. Individual units may be instructed to secure building & office contents.
 - c. Students are instructed to prepare their rooms.
3. Facilities Administration continues to secure the campus.

SHELTER - Arrival of sustained TSFW 24 – 0 hours away*

1. CDT and/or EAC meets as needed and monitors the situation continually (meetings may be conducted by telephone).
2. The EOCs are activated.
3. University Hotlines are staffed.
4. Classes are cancelled.
5. Individual units kept informed of the situation by meeting, e-mail or voice.
 - a. Individual Units are instructed to execute their **Pre-Disaster Activation Action Steps**.
 - b. Individual Units may be instructed to secure building & office contents.
6. Facilities Administration continues to secure the campus.
7. Once work areas are secured, all non-essential personnel are released.

***These steps should commence at the beginning of the SHELTER Period.**

**ACTION STEPS – CATEGORY THREE, FOUR & FIVE HURRICANES (MAJOR)****READY - Arrival of sustained TSFW 72 – 36 hours away**

1. CDT (University-wide) meets as needed and monitors the situation (meetings may be conducted by telephone).
2. The University Hotlines are activated.
3. Web announcement are issued.
4. Facilities Administration secures the campus.
5. SET Period action steps should commence during the READY Period, no later than the 48-hour mark.

SET - Arrival of sustained TSFW 36 – 24 hours away

1. CDT and/or EAC meets as needed and monitors the situation continually.
2. EOCs are activated.
3. University Hotlines are staffed.
4. Individual units kept informed of the situation by meeting, e-mail or voice.
 - a. Individual units are instructed to execute their **Pre-Disaster Activation Action Steps**.
 - b. Individual units are instructed to secure building & office contents.
 - c. Students are instructed to prepare their rooms.
5. Facilities Administration continues to secure the campus.
6. SHELTER Period Action Steps should commence during the SET Period.

SHELTER - Arrival of sustained TSFW 24 – 0 hours away*

1. CDT and/or EMAC meets as needed and monitors the situation continually.
2. Classes are cancelled.
3. Individual units kept informed of the situation by meeting, e-mail or voice.
 - a. Individual Units are instructed to execute their **Pre-Disaster Activation Action Steps**.
 - b. Individual units finish securing building & office contents.
4. Facilities Administration continues to secure the campus.
5. Once work areas are secured, all non-essential personnel are released.

***These steps should be completed by the beginning of the SHELTER Period.**



Pandemic Influenza

General Information

Based on the response to the H1N1 influenza virus, the University created a guidelines based on five levels of impact the pandemic influenza has on the campus community. These guidelines will be adapted in accordance with the guidance that is distributed by the Centers for Disease Control (CDC) and the Florida Department of Health (including all South Florida County Health Department offices).

Organizational Structure

The organizational structure for the University's emergency response to a pandemic changes slightly due to the demand for specific medical expertise and leadership. Therefore, the Medical Director of Infection Control and Employee Health for the University of Miami Health System and the Medical Director for the Student Health Center play a more prominent role and will be assigned command of the incident when appropriate.

Guidelines

LEVEL 1 - No viruses circulating among animals have been reported to cause infections in humans. (Low Risk of Human Cases)

OEM convenes the appropriate CDT members for the pre-planning of a possible pandemic influenza event. OEM updates guidelines and responsibilities of team members during each phase of a pandemic influenza response.

1. Review and update plan and team responsibilities as needed
2. Request individual schools/colleges/departments/offices to complete or update their unit plans in the UReady system at www.miami.edu/uready. Units should always plan accordingly to maintain a healthy work environment and clean laboratories, particularly those units working with research animals. The UReady planning tool will also help units plan for staffing issues that may arise during a pandemic.

LEVEL 2- Animal influenza virus circulating among domesticated or wild animals is known to have caused infection in humans, and is therefore considered a potential pandemic threat; but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks. (None or very limited human to human transmission)

OEM convenes the appropriate CDT members to ensure implementation of Level 2 guidelines.

1. Coordinate plan with County/Public agencies
2. Monitor information from relative agencies website for guidance
 - a. Centers for Disease Control and Prevention (<http://www.cdc.gov/>)
 - b. World Health Organization (<http://www.who.int/en/>)
 - c. Miami-Dade Health Department (<http://www.dadehealth.org/>)
 - d. Florida Department of Health (<http://www.doh.state.fl.us/>)



3. Review information and work with University Communication/ Medical Communications for appropriate reporting to University Community
 - a. Update website (www.miami.edu/h1n1flu)
 - b. e-Veritas
 - c. Ibis News
 - d. E-Update
 - e. Medical Communications
4. Provide education and training regarding Pandemic Influenza; basic infection control practices (hand hygiene, cough etiquette, etc.)
 - a. Students
 - i. On-campus
 - ii. Off-campus
 - b. Employees
 - c. Healthcare Workers
 - d. Contract Employees/Vendors
 - e. Visitors
 - f. Patients/Customers
5. Ensure compliance with infection control procedures in healthcare facilities
6. Identify areas where infected individuals can be quarantined
7. Request individual units to take the following actions and plan accordingly
 - a. Monitor the situation
 - b. Review unit plans and update essential personnel lists in the event of staff absenteeism rate which may reach 40% for 8 to 12 weeks
 - c. Communicate to all staff the importance of a personal family plan to cover childcare/pet care/fuel/transportation, etc.
 - d. Remind employees about emergency plans and appropriate training information
 - e. Review policies for employee and student absences unique to pandemic influenza (e.g., non-punitive, liberal leave) including dependent care
 - f. Develop means to stay in contact with students, faculty and staff during a pandemic
 - g. Identify existing and projected critical skills shortages as well as supplies and equipment
 - h. Cross train “single source” employees to obtain operational redundancy

LEVEL 3 - Verified human-to-human transmission of an animal or human-animal influenza virus able to cause “community-level outbreaks.” The ability to cause sustained disease outbreaks in a community marks a significant upwards shift in the risk for a pandemic. (Evidence of increased human to human transmission)

OEM convenes the appropriate CDT members to ensure implementation of Level 3 guidelines and determine risk to the University. The Medical Director of Infection Control and Employee Health for the University of Miami Health System and the Medical Director for the Student Health Center are assigned command of the incident.



1. Incident Commanders & OEM
 - a. Communicate with County Health Departments regarding planning and surveillance
 - b. Communicate and benchmark with other universities
 - c. Maintain contact with peer agencies at the County and Municipal Emergency Operations Centers (EOC)
 - d. Facilitate CDT meetings as needed
 - e. Convene a EAC meeting or conference call
 - f. Review and update pandemic influenza guidelines based on the current situation and guidance from local state and federal partners
 - g. Disseminate information to the University community thru the ENN in coordination with University Communications/ Medical Communications

2. CDT Representatives
 - a. Receive information from Incident Commanders & OEM
 - b. Review information and work with Media Relations for appropriate reporting to University community
 - c. Identify points of distribution and recipients of respirators and surgical masks on the respective campuses for the following groups
 - i. Health Care workers
 - ii. Police/security personnel
 - iii. Emergency Responders
 - iv. Housekeeping and Food Service personnel
 - v. Maintenance and Service personnel
 - vi. Residence Halls Staff

3. Office of the President
 - a. Monitor situation and make executive decisions
 - b. Based on US State Department recommendations, review and update University policies regarding travel to affected countries for official business.
 - c. Consider the cancelation/adjustment of upcoming University events

4. University Police/Security
 - a. Report any flu-like incidents to Health Center
 - b. Review Flu educational module (CBL)
 - c. Develop plan to secure and protect selected areas declared off-limits
 - d. Make sure essential personnel receive fit test & training on respiratory protection – “Respiratory Protection” CBL on ULearn
 - e. Ensure adequate supply of protective equipment has been stockpiled
 - f. Distribute respiratory protection to all essential personnel
 - g. Review protocols for role of external security vendors/guards
 - h. Establish vaccine policy for “first responders.”



5. University Communications/ Medical Communications
 - a. Draft internal and external bulletins and announcements
 - b. Assure the provision of redundant communication systems/channels that allow for the expedited transmission and receipt of information
 - c. Advise employees and students where to find up-to-date and reliable pandemic information from federal, state and local public health sources.
 - d. Disseminate information about the college/university's pandemic preparedness and response plan. This should include the potential impact of a pandemic on student housing closure, and the contingency plans for students who depend on student housing and campus food service, including how student safety will be maintained for those who remain in student housing.
 - e. Disseminate information from public health sources covering routine infection control (e.g., hand hygiene, coughing /sneezing etiquette), pandemic influenza fundamentals (e.g., signs and symptoms of influenza, modes of transmission)
 - f. Identify a University medical/health specialist to help with the development of accurate and timely messages and helps interpret its relevance to the University community
 - g. Create an official university-wide influenza pandemic webpage to archive all information and post updates
 - h. Develop a pandemic specific communication plan addressing University constituents at all levels to keep them informed of the progress and impact to the University
 - i. Record messages in University Hotlines (e.g. "The University is monitoring the situation....")

6. Student Health Center
 - a. Review quarantine and pandemic influenza policies and training materials with staff
 - b. Identify and provide additional information to essential employees
 - c. Expand hours, as needed
 - d. Update information on website and use automated attendant as appropriate
 - e. Identify vendors who can provide additional supplies in case of shortages/concerns
 - f. Maintain appropriate stock of supplies and medicines area
 - g. Prepare for social isolation/estimates
 - h. Assist Student Affairs, Human Resources and Faculty Affairs in communicating with students, faculty and staff.
 - i. Work with University administrators to develop plan on on-campus housing, assessment of students, health status, social isolation and other concerns.
 - j. Develop plan to expand clinical operations and identify triage area.
 - k. Arrange for mass distribution of medications and supplies as needed
 - l. Assist other departments (food service, janitorial and physical plant) with training and education on infection prevention.
 - m. Coordinate specimen handling and results notification with local health departments, State lab and CDC
 - n. Maintain communication with local health department and hospital consortium
 - o. Maintain communication with the Crisis Communication Team at the Miller School of Medicine
 - p. Develop plan to screen or evaluate students who have returned from affected areas for evidence of possible infection



7. Student Affairs

- a. Ensure Resident Coordinators and Assistants have received training on Pandemic Flu
- b. Identify students planning to travel abroad with Office of Study Abroad (OSA). Request OSA to reach out to those universities.
- c. Identify all students studying abroad in affected area
- d. Identify Students who have returned from an affected area
- e. Develop plan for communicating and assisting students studying abroad and may be restricted from returning to the US
- f. Verify that plans have been developed for inquiries from families regarding student foreign travel
- g. Identify upcoming University events that could be impacted and plan accordingly
- h. Formulate plan to address needs/support for students living in fraternity houses, religious houses and off campus
- i. Identify isolation areas with Facilities Administration and OEM
- j. Develop/Distribute flyer on “How to Protect Yourself” to all student & high traffic areas
- k. Inform summer camps that they need to plan for health care awareness (not provided by UM)
- l. Provide flyers to camp organizers
- m. Review of school camp procedures
- n. Provide sanitizer stations as requested
- o. Add advisory info to “camp” page

8. Human Resources

- a. Identify any faculty and staff travelers entering to or returning from affected areas those working or teaching abroad
 - i. Contact University Human Resources liaisons to ascertain this information
 - ii. Human Resources, along with Faculty Affairs, will combine Human Resources liaison reports into on master file that will be distributed to the CDT
- b. Review disaster Pay, Sick, Vacation and Administrative Leave policies, as appropriate disaster pay policy
- c. Create Computer Based Learning Modules (CBLs) as necessary to educate employees about pandemic influenza
- d. Communicate University position regarding use of various paid leave policies that impact for faculty and staff directly impacted by pandemic illness or who may become ill on campus.
- e. Develop Return to Work guidelines for sick employees and potentially affected employees returning from/to work
- f. Communicate University’s position regarding affected employees, potentially affected employees and pay guidelines to various non-University constituents, i.e. Contractors and Canterbury Daycare plans
- g. Establish flexible/ alternate work schedule or telecommuting opportunities schedule for employees unable to come in to work due to school closures
- h. Identify and notify employees designated as essential for the specific crisis. These duties may not be consistent with normal responsibilities
- i. If necessary, identify alternate work space for HR operations, i.e. health insurance assistance, coordinate Payroll processing, manual pay check distribution, necessary payroll data input



9. Auxiliary Services (Dining) & Residential Halls

- a. Develop plans to assure the ongoing provision of food service in the event of contractor reduction in work force
- b. Ensure an appropriate amount of prepackaged utensils have been stockpiled
- c. Identify potential rooms and/or buildings to be used for alternative/isolation housing
- d. Notify current occupants that if their space is needed they will have to move
- e. Ensure emergency response menu is planned for various degrees of need
- f. Stockpile additional food and water
- g. Ensure food delivery process is planned and delivery supplies are on hand
- h. Develop dining plan if supply chain is broken
- i. Obtain dietary needs for isolated students if needed
- j. Review Chartwells Pandemic Crisis Plan
- k. Identify Chartwells associates with flu like symptoms
- l. Review with Chartwells Associates return to work policy
- m. Deploy hand sanitizers at all high traffic areas including residence halls, food establishments, BUC, H-100, University Center, etc.
- n. Verify convenience stores are stocked with hand sanitizer for sale
- o. Include hand sanitizers in catered events
- p. Identify meal delivery needs and method for isolated students

10. Facilities Management

- a. Identify building ventilation systems that have immediate shutdown capability of outside air to avoid cross contamination
- b. Identify buildings best suited to serve as triage treatment centers based upon criteria given by the CDT
- c. Identify alternative/isolation campus living areas in conjunction with Office of Student Affairs and CDT
- d. Verify that plans have been developed to assure the ongoing provision of essential services in the event of a reduction on work force
- e. Verify that appropriate type and amount of germicidal and disinfectant supplies (as specified by CDT) have been stockpiled
- f. Verify that there is a system in place to transport supplies and personnel to satellite locations. (UGL can handle the supplies; if a large number of personnel is needing transportation, we should rely on the shuttle buses)
- g. Review UGL/UNICCO Business Continuity Plan and Pandemic Janitorial Cleaning Practices and Procedures
- h. Review UGL/UNICCO return to work policy
- i. Deploy hand sanitizers at all high traffic areas including residence halls, food establishments, BUC, H-100, University Center, etc
- j. Review University calendars for quick deployment of hand sanitizers with UGL plan
- k. Develop procedure to refill hand sanitizers and soap dispensers



11. Environmental Health & Safety

- a. Provide respiratory protection training based on information from the County Health Departments
- b. Provide fit testing, if applicable, to appropriate UM personnel
- c. Assure contract with hazardous materials vendor for professional cleanup of contaminated areas is in place
- d. In collaboration with Human Resources/Faculty Affairs, develop a tool to screen faculty and staff returning from affected areas for evidence of transmission

12. Risk Management

- a. Work with insurance company to repatriate students and employees if needed
- b. Develop procedure for Worker Compensation cases for employees infected at work
- c. Identify steps that must be taken to protect insurance coverage
- d. Provide guidance to University departments regarding documentation for FEMA claims
- e. Collect and analyze all required FEMA documentation

13. Information Technology & Telecommunications

- a. Support Remote Access, VPN and other IT resources available for employee homes
- b. Develop plan for work at home faculty and staff are connected to University PBX
- c. Arrange for emergency communication lines to be established at isolated areas

14. Purchasing

- a. Purchase respirator, surgical masks, gowns, eye protection and gloves based on the guidance provided by CDC
- b. Verify that adequate supplies of hand sanitizers are available (and refills)
- c. Order medical supplies as required
- d. Assist in the sourcing of any related goods and services

15. Pharmacy

- a. Order pharmaceuticals & vaccines

16. Parking & Transportation

- a. Communicate/Review protocols for evacuating students. Communicate with the shuttle services contractor
- b. Ensure essential personnel (Shuttle drivers) receive fit test & training on respiratory protection – Respiratory Protection CBL on ULearn
- c. Ensure adequate fuel levels for shuttles are on hand

17. Intercollegiate Athletics

- a. Identify staging the NCAA and ACC loading/unloading locations on campus for student evacuation
- b. Communicate with Student Health Center and Team Physicians
- c. Communicate with County Health Departments
- d. Communicate with visiting teams and also host institutions for away competitions
- e. Continue standard sanitation protocol

*LEVEL 4- Confirmed case(s) on campus*

OEM convenes the appropriate EAC and CDT members to ensure the continued implementation of Level 3 guidelines and the new Level 4 guidelines listed below. The Medical Director of Infection Control and Employee Health for the University of Miami Health System and the Medical Director for the Student Health Center remain in command of the incident.

1. Incident Commanders & OEM
 - a. Advise President & Executive Leadership on response options
 - b. Activate Emergency Operations Centers (EOCs) and University Hotlines
 - c. Distribute updated EAC and CDT emergency contact information
 - d. Update the EAC via conference call or meeting
 - e. Ensure that all essential operations are appropriately staffed
 - f. Recommend temporary closure of building(s) and suspension of student and academic activities to President and EAC
 - g. Approve plan to isolate students with guidance from County Health Department
 - h. Notify Residence Halls and Dining on number of potential students which may require isolation
 - i. Suspend all non-essential work projects and make recommendations on how to keep the University operational
 - j. Schedule frequency of status and update meetings for the CDT and/or EAC
2. Office of the President
 - a. Provide oversight for student, staff, and faculty family notifications if appropriate
 - b. Authorize temporary suspension of classes or closure
 - c. Consider restricting movement on and off campus for special events, activities and athletic events
3. University Police/Security
 - a. Secure buildings and ensure signage is posted by appropriate personnel
 - b. Assist Health Center, Hospitals & Clinics with crowd control and security
 - c. Inform police/security personnel of isolation areas
 - d. Plan to secure and protect the campus from encroachment from neighbors and other non-campus populations seeking services and refuge in the event of panic by seeking assistance from the Region 7 Task Force.
 - e. Maintain contact with Region 7 Task Force Agencies
4. University Communications/ Medical Communications
 - a. Establish a Joint Information Center to coordinate press releases and manage news teams, interviews, updates web page, etc.
 - b. Staff the EOCs and University Hotlines
 - c. Write and record bulletins and updates for the different ENN notification methods
 - d. Anticipate and plan communications to address the potential fear and anxiety of employees, students and families that may result from rumors or misinformation
 - e. Disseminate information about the college/university's pandemic preparedness and response plan. (This will only include the potential impact of a pandemic on student housing closure, and



the contingency plans for students who depend on student housing and campus food service, including how student safety will be maintained for those who remain in student housing)

5. Student Health Center

- a. Continue in-service training to staff on pandemic influenza
- b. Initiate prophylactic treatment on employees who will have direct contact with infected patients as recommended by CDC guidelines.
- c. Isolated exam rooms
- d. Post sign on entry door notifying patients with influenza-like illness whom have traveled to (or have been visited by persons from) affected countries to notify the Student Health Service staff by calling (305) 284-9100.
- e. Identify isolation room/triage area.
- f. Confirm that respiratory protection equipment is in place and operational.
- g. Follow State and County protocol for patient testing and front line workers
- h. Prepare for the provision of prophylactic treatment to health care workers, as needed.
- i. Conduct fit testing and respiratory protection training for all essential employees unless waived by OSHA.
- j. Prepare triage infirmary area if needed
- k. Collaborate with Telecomm and University Hotline staff to establish phone triage lines or update automated attendant as needed.
- l. Communicate expanded hours of operation
- m. Implement policies and procedures on transporting students to off-campus facilities
- n. Identify, isolate, monitor and communicate with suspected and confirmed cases
- o. Identify and communicate with contacts of suspected and confirmed cases
- p. Initiate prophylaxis of contacts based on CDC recommendations
- q. Offer to communicate with parents of suspected and confirmed cases

6. Student Affairs

- a. Identify student and attendees at events where confirmed patients have attended
- b. Request residential staff to assist the Health Center as needed
- c. Assist with relocation of students for isolation
- d. Staff EOCs and University Hotlines
- e. Arrange for counseling services, including other means than face to face

7. Human Resources

- a. Identify and Monitor faculty and staff travelers entering affected areas
- b. Identify and Monitor faculty and staff working/teaching abroad
- c. Identify faculty and staff who have returned from affected areas
- d. Implement Call-back/Disaster Pay policy
- e. Disseminate instructions to Faculty and Staff and their families on how to report positive influenza results to the University
- f. Disseminate Return to Work policy
- g. Implement and communicate flexible or alternate work schedule for employees whose dependants in K-12 schools have closed due to an outbreak



8. Auxiliary Services (Dining) & Residential Halls
 - a. Activate plan from Level 3 to isolated students in conjunction with the guidance from County Health Department and UM Student Health Center
 - b. Identify/Implement Identify meal delivery needs and method for isolated students
 - c. Implement single service utensil and paper goods for every meal
 - d. Implement limited convenience (heat and serve) menus
 - e. Adjust meal periods accordingly
 - f. Distribute take out/packaged meals for isolated students
 - g. In the event of complete supply chain disruption, order and distribute Meals Ready to Eat (MRE) for isolated students

9. Facilities Management
 - a. Develop stand by procedures for HVAC system shut off, if necessary, and verify that the automatic shutdown process is in place and capable of immediate shutdown of all centrally controlled buildings
 - b. Install or place hand wash stations as per deployment plan for high traffic areas and events
 - c. Increase high traffic area surface cleaning efforts\
 - d. Coordinate revised work schedules and employee with outside contract service providers UGL, trades and contractors

10. Environmental Health & Safety
 - a. Assist Health Care Centers
 - b. Assist with distribution of appropriate respirators to health care workers and front line personnel
 - c. Arranges for additional medical waste pickups

11. Risk Management
 - a. Manage FEMA documentation and claim per federal guidance or declarations
 - b. Track worker compensation cases
 - c. Communicate with insurance carriers on evolving campus issues

12. Information Technology & Telecommunications
 - a. Activate emergency communication lines (voice & data) to be established at isolation areas
 - b. Activate Recover web page

13. Parking & Transportation
 - a. Clear designated parking lot for possible medical staging area
 - b. Plan to discontinue operation of on campus shuttle service

14. Finance & Treasury
 - a. Estimate the potential financial impact of a pandemic
 - b. Identified funds for business continuation in the event of a pandemic
 - c. Plan to maintain payroll and accounts payable in the event a substantial number of employees are absent



- d. Plan to maintain the purchasing of goods and services in the event a substantial number of employees are absent.
 - e. Ensure appropriate fund transfers to meet financial and regulatory obligations of the institution
15. Canes Emergency Response Team (CERT)
- a. Remain available for activation
 - b. Report the status of team members to the EOC
 - c. Stage resources as needed
16. Intercollegiate Athletics
- a. Communicate University's decision with all necessary parties
 - b. Communicate decisions on any events, team travel, and visiting teams
 - c. Communicate with the NCAA and ACC
 - d. Communicate with Student Health Center and Team Physicians
 - e. Communicate with County Health Departments
 - f. Communicate with visiting teams and also host institutions for away competitions
 - g. Continue standard sanitation protocol

RECOVERY LEVEL - Pandemic is under control and campuses are poised to re-open.

The Medical Director of Infection Control and Employee Health for the University of Miami Health System and the Medical Director for the Student Health Center transfer command of the incident back to OEM and the CDT. OEM convenes the EAC to provide updates and the appropriate CDT members to ensure implementation of Recovery Level guidelines.

1. Communicate conditions in which employees may return to work
2. Establish timeline for restoration of essential services
3. Mediate quarantine areas
 - a. Check of HVAC systems
4. Resume Classes
5. Assess actual risk/insurance claim issues



UNIT LEVEL PREPARATIONS

When a hurricane or other disaster occurs, time for preparation may not be available. Therefore, each unit of the University should do advance preparation, with periodic backup of data and contingencies for destruction by fire, flood or other cause.

Supervisor Action--Routine

1. Keep the individual unit plan available in appropriate locations. Distribute the unit plan to all personnel (especially new hires) and periodically review it to ensure that the staff is familiar with its contents.
2. Appoint an alternate who will be responsible in your absence or if people cannot contact you.
3. Review the individual unit plan annually, updating as necessary any of the following:
 - a. Names, addresses, and telephone numbers of all personnel, consultants, services, etc.
 - b. Names of personnel assigned specific duties.
 - c. Emergency procedures.
 - d. Location of supply rooms and local stores.
 - e. Floor plans.
 - f. Insurance coverage and physical inventory (take pictures or videotape all facilities and equipment). Maintain a written list of equipment.
4. Designate critical personnel to stay on campus during a disaster and/or to report back as soon as possible after a disaster.
5. Make arrangements for appropriate remote storage of critical computer disks, back-up files, and archival records.
6. Identify and inspect several times a year all areas and equipment which may cause or be subject to a disaster. These will include:
 - a. Wiring systems.
 - b. Electrical appliances, such as ovens.
 - c. Plumbing and air conditioning units.
 - d. Telephones.
7. Inspect on a regular basis the following safety equipment:
 - a. All types of fire extinguishers.
 - b. Fire alarm system.
 - c. Sprinklers.
 - d. Smoke and heat detectors.
 - e. Security alarms.
8. Update the supply inventory yearly, noting in particular the supplies on hand and those which would have to be purchased in an emergency. Supplies on hand should include the following:
 - a. Plastic and tape to protect electronic equipment.
 - b. Emergency safety supplies.
 - c. Materials to protect the facility and contents.
 - d. Materials for post-disaster cleanup.



Supervisor Action-- Disaster Declared

1. Notify employees who report to you of impending disaster and remind them of what is required for event preparation
2. Designate contacts whose primary job would be to facilitate communication with key staff and to serve as contact for all staff to report in immediately after a disaster. Contacts would also determine any critical needs of disaster victims and offer assistance.
3. Ensure that the "General Contact Telephone Number(s) for Your Unit/School" are known and that all employees know who their designee contact is, and have the contact telephone number(s) (including home numbers) once a disaster is over in order that the status of employees be communicated to University administration and that any special needs of employees can be determined.
4. Review Disaster Preparation & Recovery Plan and distribute a copy of "individual action" section to each employee.
5. Provide materials to copy data secured on computer disks. Perform a special backup of computer files -- instruct employees to take floppy disks home with them.
6. Contact vendors under assistance agreement and make appropriate support arrangements.
7. Ensure University vehicles are fully fueled.
8. Provide each employee with a list of everyone's address (if possible, attach map to show location) and phone number (home, cellular, emergency contact person), and evacuation location (if relevant).
9. Take home cellular phone and/or satellite phone (if appropriate) after fully charging batteries for all communication devices.
10. Ensure individual actions (outlined below) have been satisfactorily completed; assist everyone with vacating the facility as soon as possible and do a final walk-through of your area before leaving.
11. Contact your immediate supervisor with an update on status of employees who report to you.
12. During non-business hours (i.e., weekend or holiday) contact employees to return to work in order to assist in preparing their offices for the disaster.
13. Contact Risk Management for claims forms for damages to University property and equipment.



Individual Action

Individual Action steps are only to be taken when authorized by the department or supervisor. Upon notification, all University personnel should attempt to accomplish the following on an individual basis:

1. Review your individual unit plan with your supervisor.
2. Back-up critical files and store them in an off-site location.
3. Turn off (preferably disconnect) all electrical equipment including typewriters, computers, lights, window air conditioners, microwaves, etc. Refrigerators should be left on at the coldest setting and covered with a blanket, if available.
4. If practical, move desks, file cabinets and equipment away from windows and off the floor; store as much equipment as possible in closets or in windowless rooms away from external walls.
5. Clear desk tops completely of paper and other articles. Protect books and equipment by covering with plastic sheeting and using masking tape to secure.
6. Remove any food and perishable supplies. Provide for the necessary care and feeding of all animals, where applicable.
7. In locations where flooding is a possibility, to the extent practical, relocate critical equipment from the ground floor to a higher floor or a higher off-site location.
8. Remove all loose items (garbage receptacles, chairs, tables, plants, etc.) from outside of buildings. Remove all items from window ledges.
9. Lock all file cabinets and desk drawers. Lock and secure all doors and windows.
10. **NO UNIVERSITY BUILDING IS DESIGNATED AS AN OFFICIAL HURRICANE SHELTER for non-essential employees or commuter students. Non-essential employees are discouraged from seeking shelter in University facilities. They should remain at home, stay with friends, or go to a public shelter. Essential employees (Physical Plant, UGL-UNICCO, Student Health Services, Hospital, Housing, Food Service, Telecommunications, and others so designated) are likely to be expected to stay in a University facility. Arrangements for housing these essential employees and their families should be included as part of the respective Unit Disaster Plans. Essential employees and their families staying in a University facility should bring with them:**
 - a. food and water for a least a 24-hour period
 - b. ice chest and ice
 - c. first aid supplies and any needed medication
 - d. bedding items
 - e. flashlight and batteries
 - d. battery-operated radio and/or television
 - e. Reading material, toys, etc. for children

Employees should notify their supervisors if they are on campus and in which building they will be staying.



11. Notify your immediate supervisor whether you plan to evacuate, stay at home, or stay on campus; provide an address and telephone number where you can be reached if you evacuate.
12. Stay in close touch with authorities through radio and/or television for updates on the impending situation; all instructions given by the local authorities should be followed; no attempt to come to the office should be made until the "all clear" is given by local authorities.
13. After the storm, call your designated contact for your department or call your supervisor/department chair; make sure you have the home phone number of the contact with you during a disaster.

Additional Individual Precautions -- At Home

1. Stay away from low-lying beaches or other locations, which may be swept by high tides or storm waves. Leave those areas early because roads to safe locations may become impassable several hours prior to the arrival of hurricane conditions.
2. Stay home if your house is safe from high water and flash flooding.
3. Bring in everything that could blow away - garbage cans, garden tools, furniture and plants. Remove limbs from trees that may damage your house or utility wires. Remove ripe coconuts from palm trees.
4. Secure garage doors. Awnings which can be moved should be raised and tied securely or taken down. Fasten storm shutters or board up windows with good lumber.
5. Do not drain your swimming pool. Turn off all electrical power to the pool and remove all loose items from the area.
6. Have several flashlights in good working condition. Be careful of fire. Have a bucket of sand or good fire extinguisher available to put out fires.
7. Be sure you have sufficient food on hand that does not need refrigeration or cooking.
8. Fill clean containers with drinking water; **allow 1 gallon per person per day**. Your water heater, bathtub and washing machine can all store several gallons of fresh water to use for sanitation and washing.
9. Keep radio on. Battery-powered radio is a must in case of power failure.
10. Check list
 - Cash
 - Map of the area with landmarks on it
 - Bleach or water purification tablets
 - Extra batteries (include hearing aid)
 - First Aid Kit, including aspirin, bandages, antibiotic cream
 - Mosquito repellent & sunscreen
 - Ice chest and ice
 - Battery-powered radio, alarm clock, flashlights
 - Waterproof matches/butane lighter
 - Camp stove or grill with fuel and/or charcoal & lighter fluid
 - Manual can opener
 - Canned and dry food and drinks
 - Disposable plates, cups, utensils, napkins & paper towels
 - Large trash bags (lots of them)
 - Special supplies for babies and/or pets



POST-DISASTER RESPONSE STEPS

Following a disaster, the EAC will decide when employees will report to work. This information will be conveyed to deans, vice presidents (or alternate) who in turn will insure the information is passed on to supervisors and contacts for all units reporting to them.

Deans, vice presidents and department heads are responsible for verifying the status of each employee in their unit after a disaster in the Miami area. For this purpose, each unit will maintain a current list of all employee addresses and phone numbers. All employees should contact their supervisor as soon as possible after a hurricane or other disaster to inform them of the status of their family and home. Students, faculty or staff who are forced to evacuate or temporarily relocate to another area can notify the University of their new location and contact information by going to <http://recover.miami.edu>. Supervisors, in turn, notify vice presidents and deans and complete a Personnel Status Report for each employee (see Appendix). Any employee who has not reported in will be contacted by someone living in their immediate vicinity (as determined from zip code listings provided by Information Technology). Supervisors and contacts will also provide each employee with information regarding the University's status and when to come to work.

Deans, vice presidents and department heads are responsible for assessing the extent of damage, if any, to the work spaces of their unit. A Preliminary Damage Assessment form (see Appendix) should be completed by the Emergency Response Team leader (or designee) as soon as practical after the disaster to pre-identify damages in their area of responsibility. The purpose of this form is to provide Facilities Administration with a starting point for repairs; in general, this form should be completed and turned in at the post-disaster/hurricane meeting of the EAC.

Any damage must be reported to Risk Management, 333 Orovitz Building, Coral Gables campus (305-284-3163) immediately. The following represents the basic information needed to establish a claim for damaged or destroyed equipment:

- * Separate damaged equipment from undamaged equipment.
- * If water damage to electrical equipment is suspected, **do not attempt to start**. Tag this equipment indicating possible water damage and contact Risk Management to set up an inspection of all water-damaged equipment.
- * Secure all equipment against further damage or theft.
- * Document all expenses.
- * Complete a Claims Worksheet, making certain that the following information is included:
 - a. department account number
 - b. department name, address, building, room number, locator code and campus
 - c. department phone number
 - d. description of damaged equipment
 - e. University decal number
 - f. original cost of item (supply a copy of the purchase order and invoice if possible)



- * Call Risk Management to set up an inspection of all damaged equipment, giving the name and phone number of the contact person and the location, including room number, where the damaged equipment may be seen.
- * Make no attempt to replace or discard equipment until approval has been given by the University's insurance carrier and Risk Management.
- * Due to limitations established by the University's property carriers, all information pertaining to a claim for loss must be submitted to Risk Management immediately following a loss. Failure to provide information in a timely manner could result in individual claims being denied by our insurance carrier.

For further information and claim forms, contact Risk Management at 305-284-3163.

Document Preparation for FEMA Claims

Purpose

These procedures will serve as a documentation guideline for University departments in order for the University to receive financial reimbursement from the Federal Emergency Management Agency (FEMA).

Primary Responsibility

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

General Record Keeping

The importance of proper and accurate documentation cannot be overemphasized. **It is extremely important that proper record-keeping is initiated when hurricane preparation begins.** This allows for information to be collected as it occurs and also allows for rapid reimbursement after the storm. After the work is done, it is virtually impossible to accurately and properly complete the necessary documentation. The University could lose considerable FEMA funding if claims cannot be fully justified. Keeping backup documents such as receipts and photos is strongly encouraged and may help expedite the FEMA claim process.

Background

When a hurricane (or other disaster) hits, a community may be eligible for federal assistance. The sequence of events leading up to the award of funds is as follows:

- a. Local declaration of an emergency and request for State Assistance.
- b. Initial Damage Assessment.
- c. State emergency declaration.
- d. Preliminary joint State/Federal damage assessment.
- e. Request for Presidential declaration.
- f. Declaration declared or denied.



- g. Declared declaration requires FEMA/State agreement.
- h. Federal disaster funds are made available.
- i. Disaster recovery centers are established.
- j. Applicant's briefings are held for public assistance.
- k. Applicant's briefings are held for hazard mitigation.
- l. Applicants file a NOI (Notice of Interest).
- m. Once the NOI is approved, the process of inspections and Damage Survey Report (DSR) writing begins. DSR's are completed by federal/state inspection teams and become the scope of work for an eligible project. After being reviewed, the funds are allocated, suspended, or denied.

Public Assistance Categories

Public assistance is available for the following categories:

- a. Debris Clearance
- b. Emergency Protective Measures
- c. Road Systems
- d. Water Control Facilities
- e. Buildings and Equipment
- f. Public Utility Systems
- g. Other

Announcement To Departments

If a disaster is declared, Risk Management will notify all those departments directly involved in the disaster recovery effort: Medical Facilities, Gables Facilities, RSMAS Facilities, University Police/Security, and Telecommunications. These departments will then be instructed at that time what types of costs have been declared eligible and what the schedule will be for the collection of the documentation. Risk Management will then compile the information for the claim, submit the claim to FEMA, and distribute the reimbursement when received. This process will take several months or years depending upon the size of the disaster and accuracy of the documentation.

Departmental Responsibilities

In order to process successful claims to FEMA, departments are charged with certain documentation responsibilities. Risk Management will not process claims that do not have the proper documentation or that do not fit the eligibility guidelines.

As each department prepares for a hurricane, the possibility of potential federal aid must be kept in mind as supplies and services are requested. Of course, there may be preparation expenditures that the University will make even though there may be no likelihood of reimbursement. For example, in preparation for Hurricane Georges, Facilities Administration leased heavy equipment that was located on-campus to be used for immediate debris removal after the storm. Since FEMA does not reimburse for equipment that is not used, we were unable to be reimbursed. However, the rental of the equipment was worth the peace-of-mind.

When preparing for a hurricane, departments should document all expenses very carefully with the idea that the expenses could be eligible for FEMA reimbursement. Insisting on the proper details prior to



committing to the expense will make later documentation easier. It is also recommended that departments keep proper backup, including all receipts and photos pre-and post-event.

Types of Expenditures

Force Account Work

Utilization of University personnel, equipment and materials falls into this category. Due to the excessive documentation required for this category of work, the use of contract labor is strongly recommended where possible.

The only employee categories eligible for FEMA reimbursement are hourly employees. Administrative employees' time is not an eligible expense.

For all employees the payroll documentation must include:

1. A copy of the employee's time sheet showing:
 - Pay period
 - Name
 - Number of hours worked each day
 - Time in and time out
 - Total hours worked in the pay period
2. A copy of the employee's PEF (Personnel Event Form) showing:
 - Name
 - Rate of Pay
 - Job Classification
 - Rate of Pay
3. A summary sheet showing the following:
 - Names of the employees
 - Regular rate
 - Overtime rate
 - Total hours worked
 - Total earnings
4. Daily Activity Reports
 - This is a detailed description, by day, of what disaster work each employee did and for how long. **This information is extremely important!**
5. AO5's: Instead of time sheets, the documentation will be copies of the time cards, and copies of the payroll reports. In lieu of the Daily Activity Reports, copies of the work orders must be provided. Work orders should be issued for preparation work by building. After the hurricane, work orders should be issued by building for any repair work to be done.



Force Account Equipment

The use of University owned equipment in the response and recovery effort will be reimbursed based on FEMA's equipment rates. Only the time the equipment is **actually in use** is eligible.

Equipment purchased to perform disaster-related work will be reimbursed using FEMA equipment rates based on usage.

The record of equipment usage must include the following information:

1. Type of equipment used
2. Manufacturer
3. Model Number
4. Horsepower or capacity
5. Dates used
6. Hours used each day
7. Equipment operator's name

This information must be carefully recorded since FEMA has use-rates established for each class of equipment to cover equipment use and gas usage. Operator time and equipment usage must be correlated carefully, as FEMA reviews these records and will not pay for equipment down-time. **Reimbursement will be made only if proper equipment-use records are meticulously kept by the departments.**

Materials and Supplies

Materials and supplies, both purchased and used from stock, must be identified and documented to each particular job (DSR). This documentation must show:

1. Unit price
2. Quantity
3. Description
4. Date used
5. Job (DSR) used on
6. Total cost
7. And if purchased specifically for the job:
 - a. date purchased
 - b. date paid
 - c. amount and check number

Documentation for stock items must include a copy of the work order showing the detailed materials. Documentation for purchased items must include a copy of the invoice and a copy of the purchase order.



Rented Equipment

Equipment rented or leased to respond to the disaster or used in making repairs is an eligible expense. Documentation of these charges must include:

1. Copy of purchase order
2. Copy of invoice
3. Number of hours used, by day
4. Hourly rental or lease cost of the equipment
5. Indicate if rented on daily, weekly, or monthly rate
6. Determine that the rate is fair and reasonable and has not been raised to an unacceptable rate because of the disaster.

Contract Work

Contract work to perform disaster-related work is eligible for reimbursement.

Generally, contracts must be competitively bid; the University’s normal policies and procedures must be followed. Exceptions (with written justification) include instances where emergency work must be completed immediately to reduce the threat to life, public health or safety, or where there exists only a single source to complete the work. The University has Disaster Purchase Orders that have been opened in advance for most of the work that would need to be done after a disaster. These purchase orders should be used, if possible, since the contracting work has already been completed.

If the work is completed on a lump-sum contract, an invoice and a copy of the contract is needed.

If a unit-cost type contract is used (not to be confused with a ‘cost plus’ contract, which is ordinarily ineligible), the following must be submitted to FEMA:

1. Invoice
2. Copy of the contract
3. Contractor’s detailed breakdown of all costs
4. Contractor’s detailed breakdown of equipment used, dates used, hourly rates and hours used. (The requirement to furnish these detailed breakdowns should be included in the contract.)
5. Evidence of contract advertisement
6. Bid list and selection process of the low bid contractor

After the emergency period, FEMA should be advised of contracts being prepared so that any difference in scope can be reviewed and allowances made for the changes.

UGL-UGL-UNICCO Contract Labor

When using UGL-UNICCO contract labor, detailed time sheets, showing the workers’ names and hours worked on the disaster, must be provided along with information about what each employee did for the response and recovery effort.



APPENDICES

Personal Status Report

Name _____ Title/Job _____ Dept _____

Individual and Family Status _____

Status of living quarters and motor vehicles _____

Access to alternate living quarters and transportation _____

Supplies needed _____

Visitation needed? (if so: when, where) _____

Next contact (time, place, number) _____

Identify critical assignments pending _____

Assess ability to return to work and/or assist with the recovery efforts _____

Reported by _____ Date/Time _____

Title/Job _____



Preliminary Damage Assessment

(Bring a completed copy with you to the post-disaster meeting.)

Please call the Physical Plant “HELP DESK” on your campus with a damage assessment for each building or classroom you utilize.

Gables: 284-4091

Medical: 243-6375

Rosenstiel: 421-4066

Building _____

Examined By _____ Date _____

Category	Condition	Priority ⁽¹⁾
Primary Structure:		
Foundation		
Exterior Walls		
Roof		
Ancillary Structures		
Other		
Secondary Structures		
Interior Walls		
Floors & Carpet		
Ceiling		
Stairways		
Interior Doors		
Exterior Doors		
Windows		
Racks		
Other		
Elevators		
Heating & A/C		
Plumbing		
Electrical		
Communication		
Fire Alarms		
Security Systems		

⁽¹⁾Priority: 1 = Critical, 2 = Important, 3 = Other



Category	Condition	Priority ⁽¹⁾
Kitchen		
Coffee Maker		
Refrigerator		
Other		
Electrical Equip.		
Computers		
Printers		
Monitors		
Peripherals		
Copiers		
Calculators		
Other		
Communications		
Telephones		
Cellular Phones		
Two-way Radios		
Fax Machines		
Switchboard		
E-mail		
Other		
Supplies		
Paper		
Forms		
Other		
Furniture		
Chairs		
Desks		
Credenzas		
Tables		
Other		

⁽¹⁾Priority: 1 = Critical, 2 = Important, 3 = Other



SECTION II – INDIVIDUAL UNIT PLANS

UREADY

The University's Disaster Preparation & Recovery Plan is comprised of the University Basic Plan (Section I) and the Individual Unit Plans (Section II). The OEM coordinates the updating of the Individual Unit Plans annually through the UReady online planning tool. For information on your individual unit plan, please login to UReady at www.miami.edu/uready. There are currently 203 unit plans in the UReady system.

Athletics	MSM - Family Medicine & Community Health
BPEI-ABLEH - Bascom Palmer Eye Institute/ Anne Bates Leach Eye Hospital	MSM - Gastroenterology
CAS - College of Arts and Sciences	MSM - Gordon Center for Research in Medical Education (GCRME)
COE - College of Engineering	MSM - Health Informatics, Department of (Louis Calder Memorial Library)
CSTARS	MSM - Hussman Institute for Human Genomics
DCIE - Division of Continuing & International Education	MSM - Medical Communications, Office of
Enrollment Management	MSM - Medical Facilities, Planning and Construction
F&T - Auxiliary Services	MSM - Medical Facilities: Administration & Support Services
F&T - Cash Operations	MSM - Medical Facilities: Physical Plant, Department of
F&T - Controller	MSM - Medical Faculty Affairs, Department of
F&T - Document Services	MSM - Medical Finance, Office of (D2-4)
F&T - Environmental Health & Safety	MSM - Medical Human Resources
F&T - Financial Operations	MSM - Medical Information Technology
F&T - Office of Research Administration	MSM - Medical Purchasing, Department of
F&T - Office of the Vice President & Treasurer	MSM - Medicine: Administration & Academic Affairs
F&T - Purchasing	MSM - Medicine: Billing & Collections
F&T - Risk Management	MSM - Medicine: Cardiovascular (Cardiology)
F&T - Spend Management and Records Retention	MSM - Medicine: Chairman Office
F&T - Student Account Services	MSM - Medicine: Clinical Pharmacology
F&T - Travel Management	MSM - Medicine: Emergency Medicine
F&T - Treasury Operations	MSM - Medicine: Endocrinology, Diabetes & Metabolism
Graduate School	MSM - Medicine: Finance
HR - Benefits Administration	MSM - Medicine: Gastroenterology
HR - Equality Administration	MSM - Medicine: General (Internal) Medicine
HR - Human Resources - Gables/Marine	MSM - Medicine: Hematology/ Oncology
HR - Professional Development & Training	MSM - Medicine: Hepatology
Internal Audit	MSM - Medicine: Hospital Medicine
IT - Administration and Budget Control	MSM - Medicine: Infectious Diseases
IT - Chief Information Security Office	MSM - Medicine: Nephrology & Hypertension
IT - Enterprise Application Services	MSM - Medicine: Pulmonary, Critical Care & Sleep Medicine
IT - Office of the Vice President and CIO	MSM - Medicine: Rheumatology & Immunology
IT - Project Management Office	MSM - Medicine: Special Immunology
IT - Technical Infrastructure Services	MSM - Miami Project to Cure Paralysis
IT - User Support Services	MSM - Microbiology & Immunology
LIB - University of Miami Libraries	MSM - Microbiology & Immunology.
Lowe Art Museum	MSM - Molecular & Cellular Pharmacology
MSM - Anesthesiology	MSM - Neurological Surgery
MSM - Anesthesiology: Pain Management Services	MSM - Neurology, Department of
MSM - Anesthesiology: Research Division	MSM - Obstetrics & Gynaecology (OB/GYN)
MSM - Biochemistry & Molecular Biology	MSM - Ophthalmology
MSM - Cell Biology & Anatomy	MSM - Ophthalmology: Administration & Human Resources
MSM - CHDS: Dr. Berger (31066-16)	MSM - Ophthalmology: Bhattacharya Lab
MSM - CHDS: Family Medicine (31066-06)	MSM - Ophthalmology: Billing Office (UMMG)
MSM - CHDS: General Medicine UMHC (31066-08)	MSM - Ophthalmology: Biostatistics
MSM - CHDS: Hialeah (31066-15)	MSM - Ophthalmology: Center for Molecular Ophthalmology
MSM - CHDS: Kendall (31066-03)	MSM - Ophthalmology: Development & Marketing
MSM - CHDS: Key West (31066-14)	MSM - Ophthalmology: Fiscal Affairs
MSM - CHDS: Minute Clinic (31066-17)	MSM - Ophthalmology: Guy Lab (Gene Sequencing & Cloning)
MSM - CHDS: Pediatrics PAC (31066-07)	MSM - Ophthalmology: Manns Lab
MSM - Clinical Research Center	MSM - Ophthalmology: Naples
MSM - Comprehensive AIDS Program	MSM - Ophthalmology: Ocular Oncology
MSM - Dean, Office of the	MSM - Ophthalmology: Palm Beach Gardens
MSM - Department of Medicine: Patient Access	MSM - Ophthalmology: Parel Lab
MSM - Dermatology & Cutaneous Surgery	MSM - Ophthalmology: Perez Lab
MSM - Diabetes Research Institute	MSM - Ophthalmology: Research Administration
MSM - Epidemiology & Public Health	MSM - Ophthalmology: Wen Lab



MSM - Orthopaedics, Department of
MSM - Otolaryngology, Department of
MSM - Pathology, Department of
MSM - Pediatrics: Administration
MSM - Pediatrics: Adolescent Medicine
MSM - Pediatrics: Advancement Office
MSM - Pediatrics: Audiology/ Speech Language Pathology
MSM - Pediatrics: Billing Office
MSM - Pediatrics: Cardiology
MSM - Pediatrics: Child Protection Team
MSM - Pediatrics: Clinical Psychology
MSM - Pediatrics: Clinical Research
MSM - Pediatrics: Critical Care
MSM - Pediatrics: Debbie Institute
MSM - Pediatrics: Early Steps Program
MSM - Pediatrics: Education Division
MSM - Pediatrics: Endocrinology
MSM - Pediatrics: FL Poison Control
MSM - Pediatrics: Gastroenterology
MSM - Pediatrics: General Pediatrics Division
MSM - Pediatrics: Hematology/ Oncology
MSM - Pediatrics: Immunology and Infectious Diseases
MSM - Pediatrics: Information Systems
MSM - Pediatrics: Maternal Lifestyle (MLS)
MSM - Pediatrics: MCCD Administration
MSM - Pediatrics: MCCD Front Desk
MSM - Pediatrics: Neonatology
MSM - Pediatrics: Neonatology - USE THIS PLAN
MSM - Pediatrics: Nephrology
MSM - Pediatrics: Nutrition Division
MSM - Pediatrics: Pediatric Mobile Clinic (PMC)
MSM - Pediatrics: Prenatal CARE Program
MSM - Pediatrics: Pulmonary
MSM - Pediatrics: Pulmonary - USE THIS PLAN
MSM - Pediatrics: Residency Training Program
MSM - Pediatrics: Social Work Division
MSM - Pediatrics: Touch Research Institute
MSM - Physical Therapy, Department of
MSM - Physiology & Biophysics, Department of
MSM - Psychiatry & Behavioral Sciences, Department of
MSM - Radiation Oncology
MSM - Radiology
MSM - Rehabilitation Medicine, Department of
MSM - Security, Department of
MSM - Surgery, Department of
MSM - Tissue Bank
MSM - UMMG: Business Development (30104-3)
MSM - UMMG: Compliance (30104-02)
MSM - UMMG: Credentialing (30104-10)
MSM - UMMG: Executive Office & Office of Chief Medical Officer
(30104-01 & 30104-15)
MSM - UMMG: Revenue Cycle / CBO (30148)
MSM - Undergraduate Medical Education
MSM - Urology, Department of
Office of the Executive Vice President & Provost
Office of the President
Office of the Senior Vice President Business & Finance & CFO
Offices of V.P., General Counsel & Secretary/Board of Trustees
REF - Campus Planning & Development
REF - Facilities Design & Construction
REF - Facilities Management
REF - Office of Emergency Management
REF - Office of the Vice President
REF - Parking & Transportation
REF - Real Estate
REF - UMPD
RES - Research: Administration (Dean)
RES - Research: Administration (Provost)
RES - Research: Veterinary Resources, Department of (DVR)
Rosenstiel School of Marine and Atmospheric Science

SA - Counseling Center
SA - Dean of Students
SA - Housing and Residential Life
SA - Office of the Vice President
SA - Orientation and Commuter Students
SA - Student Activities and Organizations
SA - Student Health Service
SA - Toppel Career Planning and Placement Center
SA - Wellness and Recreation
SA - Whitten University Center
SA - William R. Butler Center for Volunteer Service and Leadership
Development
SBA - School of Business Administration
SCCC-UMHC - Sylvester Comprehensive Cancer Center/ University
of Miami Hospital and Clinics
SOA - School of Architecture
SOC - School of Communication
SOE - School of Education
SOL - School of Law
SOM - School of Music
SON - School of Nursing and Health Studies
UCOM - University Communications
UMH - University of Miami Hospital
University Advancement



Please contact the following people with any questions, concerns, or requests regarding this plan.

Units Headquartered at the Gables, Marine & South Campuses

Scott Burnotes
University of Miami
Director of Emergency Management
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Coral Gables, FL 33146-2820
Office: (305) 284-8005
Email: s.burnotes@miami.edu

Units Headquartered at the Medical Campus

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OF MIAMI**



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