



University of Miami

Disaster Preparation and Recovery:

A Plan for Business Continuity

Revised: 10/31/2006

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SECTION II

Individual Unit Plans

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 Business Continuity/Disaster 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 unit has submitted a unit plan that includes the following:

- (I) Emergency Response Team/Chain-of-Command/Essential/Designated Employees
- (II) Event Preparation
- (III) Critical Operations
- (IV) Minimum Requirements to Run Each Critical Operation
- (V) Employee List
- (VI) Procedures for Plan Activation and Response
- (VII) Records Management Plan
- (VIII) Damage Assessment Report
- (IX) Evacuation Procedures

Each unit within the University is responsible for reviewing and updating its section annually, and for forwarding changes to the Senior Vice President no later than April 30 of each year, so that a revision can be issued by June 1.

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 Hurricane Hotline telephone numbers, and will be updated by Media Relations as necessary.

The President (or her designee), in coordination with the Crisis Decision Team, 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 issued before and after the disaster) will be communicated to deans and vice presidents via fax, telephone, two-way radio, 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, 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 assigned phone number to report his/her personal status and to find out when to report to work.

Although the plan is designed for continuation of essential UM 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 the Business Continuity/Disaster Recovery Plan and relocation of University operations to emergency quarters, following a disruption.

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

This plan will be distributed at the beginning of June each year. Each unit plan will consist of the overall Business Continuity/Disaster Recovery Plan plus the unit's own specific plan. Unit plans must also be maintained through an annual review of functional priorities, organizational changes, and plan enhancements.

UM HURRICANE HOTLINE NUMBERS

The University has established Hurricane Hotlines for each campus, maintained by Media Relations and/or Security. In non-emergency times, you will hear recorded information. When the Crisis Decision Team determines that an emergency situation exists, 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.

If you have an emergency and hear a recorded message, call Public Safety/Security on your campus.

Hurricane Hotlines Coral Gables/University-wide	305/284-5151
Toll-free Official University information for callers from outside our local calling area	1-800/227-0354
Hurricane Hotline Medical/South Campus	305/243-6079
Hurricane Hotline Rosenstiel	305/421-4888
University switchboard	305/284-2211
Public Safety (Emergencies) Coral Gables	305/284-6666
Security (Emergencies) Medical/South Campus	305/243-6000
Security (Emergencies) Rosenstiel	305/710-7991

After the Storm – Call In

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>.

UNIVERSITY DECISION GROUPS

Crisis Decision Teams

Crisis Decision Teams have been developed for each campus, as well as a University-wide Crisis Decision Team. 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 Crisis Decision Team 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 Crisis Decision Team 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

Consists of the University-Wide Crisis Decision Team, and those individuals with immediate responsibility prior to and during a hurricane (or other major disaster). This Committee includes representatives from all campuses, Media Relations, Public Safety/Security, Physical Plant, Telecommunications, Dining Services, Residence Halls, Student Affairs, General Counsel, Athletics, Human Resources, and Treasurer. Deans and their alternates, and other personnel essential to coordinating preparations for, and recovery from, a hurricane (or other major disaster impacting the University and surrounding community) are also part of the Committee.

This group of approximately 100 key administrators will be convened by Alan Fish, Disaster Preparation/Recovery Team Leader, at the request of the President or her designee, whenever a hurricane is within a 1,000 mile radius of Miami; meetings will be held at the Wellness Center, 1241 Dickinson Drive, Room 232, unless otherwise specified. If the Wellness Center were to be destroyed, the Convocation Center would be utilized for large meetings post-disaster.

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/NATURAL DISASTER PAY POLICY (Revised 05-22-06)

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 or 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.

POLICY:

This policy provides for pay continuance during a period of time (to be defined by the President or designee) when a University 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 it 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 Administrative Leave.
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

Administrative Leave.

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. Essential/designated employees expected to report for work will be governed by the following guidelines.

NONEXEMPT (Bi-weekly) Employees

- a). If an emergency is declared during an employee's normal off-duty hours, payment for those expected to report (essential/designated will receive "double time" pay. (Record hours worked using pay code 355-Worked Day Off.)
- b). If an emergency is declared during an employee's normal working hours, double time pay will be granted for all hours worked 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. Double time pay to essential/designated employees will apply to all hours worked during the declared emergency/natural disaster period as determined by the University.
- c). If an emergency is declared during an employee's normal off-duty time, essential/designated employees are expected to report to work and perform emergency/natural disaster related duties.
- d). 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.
- e). 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. Overload pay may only be provided to employees whose salaries fall below the Internal Revenue Service (IRS) definition of "highly compensated employees" (\$100,000 and above for 2006).

6. 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.
7. 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.

8. 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 Resource 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 CENTER

The main Emergency Operations Center for the University is located at the Public Safety Department, 5665 Ponce de Leon Blvd.; phone 305/284-6666.

This location is utilized *immediately prior to and during a hurricane*.

A satellite EOC for Medical Campus is located at Security Dispatch in the Rosenstiel Medical Science Building, 1600 NW 10th Avenue, phone 305/243-6000.

A satellite EOC for Rosenstiel School is located in the Dean's Conference Room, Science/Administration Building, Virginia Key, phone 305/421-4788.

COMMAND CENTERS

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

The Emergency Operations Center (EOC) and individual Command Centers will be integrated into an effective organization by an emergency communications network. This network will depend on the campus integrated wireless communication line service located in the Department of Public Safety, which will link all radio frequencies on all campuses including emergency centers, individual command centers and key administrative offices through wireless communications and emergency telephone services.

BROADCAST PHONE MESSAGING SYSTEM

In the event of a pending emergency, the University is able to send a recorded telephone message to the home telephone of all students and employees. This same system can call students and employees AFTER a disaster to check on their status.

Utilizing this system, the Disaster Recovery Team leader can send a recorded message to all members of the Emergency Advisory Committee and/or the Crisis Decision Team (both home phone and cell phone) describing the nature of the emergency and what action is to be taken. This message will typically announce a meeting for a specific event, such as an approaching hurricane, and give the time, date and location of such meeting.

IT IS EXTREMELY IMPORTANT THAT YOU CARRY YOUR CELL PHONE WITH YOU AT ALL TIMES.

Should you be out of town, make sure your alternate is carrying a cell phone. Changes/additions or deletions can be made Monday through Friday, 8:30 - 5:00 by calling Phyllis Witman at Business Services, 305/284-5550, or e-mail: pwitman@miami.edu.

CONFERENCE CALL-IN NUMBER

Since there may be times or situations where it is not feasible for members of the Crisis Decision Team or the Emergency Advisory Committee 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 the Disaster Team Leader, meetings will be held via conference call. These meetings will be announced via the Broadcast Phone Messaging System. The permanent call-in number is ----- and the participant code is -----.

SATELLITE PHONES

The University has purchased Globalstar GSP 1600 satellite phones which can call any cell phone, land line or other satellite phone. These satellite phones are the same ones used by FEMA and the Red Cross after Hurricane Katrina; the home coverage area is the continental US, Alaska and the Caribbean. These satellite phones replace the 900 MHz radios.

HOTLINES AND WEBSITES

National Hurricane Center 305/229-4470
www.nhc.noaa.gov/

Miami-Dade Office of Emergency Management Answer Center 305/468-5900
www.co.miami-dade.fl.us/oem

City of Coral Gables Rumor Control 305/460-5403

American Red Cross Disaster Services 305/644-1200
www.redcross.org

State of Florida Department of Emergency Management, Bureau of Preparedness and Response
www.floridadisaster.org/bpr/EMTOOLS/index.htm

Homeland Security guide to individual preparedness
www.ready.gov

FEMA websites

FEMA's guide to citizen preparedness: www.fema.gov/areyouready

Public Assistance Program information is available at
www.FEMA.gov/government/grant/pa/

Detailed information on the insurance implications of the Public Assistance Program can be found in the following publications:

- [Stafford Act \(Sections 311, 312, 406\(d\)\) \(PDF 425KB\)](#)
- [44 CFR Part 206, Subpart I - Insurance Requirements \(PDF 318KB\)](#)
- [Public Assistance Guide \(FEMA 322, October 1999\); pages 94 - 98 \(PDF 1.89MB\)](#)
- **Public Assistance Policy Digest (FEMA 321, October 1998); pages 31, 48 & 64**
- [Public Assistance Applicant Handbook \(FEMA 323, September 1999\); pages 58-60 \(PDF 1.91MB\)](#)

CRISIS DECISION TEAMS (CDT)
(Updated 10-31-06)

University-Wide	
Primary	Alternate
President (Shalala)	Fox, Candia
Provost (LeBlanc)	Ullmann, M. Diaz
Senior Vice Pres (Natoli)	Fish
VP, Business Services (Fish)	Speziani
VP & General Counsel (Ugalde)	Beamish
VP, Inf Technology (Temares)	Ramsay/Seruya
VP, University Advancement (Gonzalez)	House
VP, University Communications (Lewis)	Artecona
VP, Student Affairs (Whitely)	Hall
VP, Real Estate (Rodríguez)	Folino, Durante
VP, Enrollments (Orehovec)	Ingold, Gillis
Athletics (Dee)	Scott, Reynolds
Dean, Medical School (Goldschmidt)	Iacino
Dean, Rosenstiel School (Brown)	Peterson
Dean, Arts & Sciences (Halleran)	Mallery
Dean, Business School (Sugrue)	Berkman
Dean, Law School (Lynch)	Coker, Matas
Dean, Nursing (Peragallo)	McCain, Vasquez
AVP, Facilities (Folino)	M. White, Gibson
AVP, Medical Communications (Morris)	Krull
Public Safety (Rivero)	Clusman
Webmaster , Communications (Johnson)	Yunk

Coral Gables Campus	
Primary	Alternate
Shalala	Fox, Candia
LeBlanc	Ullmann, Diaz
Natoli	Fish
Ugalde	Beamish
Whitely	Hall
Fish	Speziani
S.Gonzalez	House
Lewis	Artecona
Temares	Ramsay/Seruya
Rivero	Clusman

Medical/South Campus	
Primary	Alternate
Goldschmidt	Iacino
Anderson	Fitzpatrick
R. Bogue	Kaniewski
O'Connell	Hernandez
Bookman	Daniels
Morris	Krull
Artrip	R. Valdes
Hudgins	Marten

RSMAS Campus	
Primary	Alternate
Brown	Peterson
Powell	Alfonso
Artecona	

EMERGENCY ADVISORY COMMITTEE as of Oct 31, 2006
Disaster Team Leader: Alan Fish
Alternate: Humberto Speziani

Primary	Alternate
Architecture, Elizabeth Plater-Zyberk	Denis Hector
Arts and Sciences, Michael Halleran	Charly Mallery
Athletics, Paul Dee	Dave Scott, Dawn Reynolds
Business Administration, Paul K. Sugrue	Harold Berkman
Business & Finance, Joe Natoli	Alan Fish
Communication, Sam Grogg	Sanjeev Chatterjee
Continuing Studies, Paul Orehovec	Marcy Ullom
Dining Services, Mel Tenen	Lee Rapport (Chartwells)
Education, Isaac Prilleltensky	J. Andrew Gillentine
Engineering, Michael Phang	Candido Hernandez
Enrollments, Paul Orehovec	Scott Ingold
Facilities (CG), Joe Folino	Mike White, Greg Gibson
Facilities (Med), Ron Bogue	Tony Kaniewski, Jose Simon
Facilities (RSMAS), Dave Powell	Ramon Alfonso
Faculty Senate, Stephen Sapp	Michael Lewis, Sharyn Ladner
General Counsel, Aileen Ugalde	Cindy Beamish
Graduate School, Steve Ullmann	Wanda McSwiney
Human Resources, Roosevelt Thomas	Debbie Wedderburn
Information Technology, Tim Ramsay	Stewart Seruya
Law, Dennis Lynch	Donna Coker, Raquel Matas
Library, Bill Walker	Yolanda Cooper
Lowe Art, Brian Dursum	Kara Schneiderman
Materials Management, Sandra Redway	Humberto Speziani
Medical Network Services, Chris Bogue	Brad Rohrer
Medical School, Pascal Goldschmidt	Richard Iacino
Music, William Hipp	Nicholas DeCarbo
Nursing, Nilda Peragallo	Gail McCain, Elias Vasquez
President, Donna Shalala	Aileen Ugalde, Rich Candia
Provost, Thomas LeBlanc, Steve Ullmann	Mark Diaz
Public Safety (CG), David Rivero	Rusty Clusman
Real Estate, Sergio Rodriguez	Joe Folino, Jim Durante
Residence Halls, Bob Redick	Eric Arneson
Risk Management, Andrea Orange	Pilar Schuitema
RSMAS, Otis Brown	Larry Peterson
Security (Med), Tony Artrip	Ramon Valdes
Student Affairs, Pat Whitely	Gilbert Arias
Student Health Service, Howard Anapol	Jacqueline Ledon
Student Life, Richard Walker	Dan Westbrook
Telecommunications, Tim Ramsay	Stewart Seruya
Treasurer, Diane Cook	Al Matthews, Aida Diaz-Piedra
UMHC, David Stansberry	Anne Smith
UNICCO, Alan Weber	John Cowan, Cesar Tobar
University Advancement, Sergio Gonzalez	Ann House, Rhonda VanderWyden
University Communications (CG), Jerry Lewis	Sarah Artecona
University Communications (Med), Christine Morris	Jeanne Krull
Webmaster (Communications), David Johnson	Robert Yunk
Webmaster (Inf Tech), Mark Gibelli	Hans Holland
Wellness Center, Norm Parsons	Al Rose

CRISIS SITUATIONS/PLAN ACTIVATION

A "crisis situation" represents an extraordinary and unpredictable disastrous event such as a flood, tornado, power outage, criminal activity, civil disturbance, fire, etc.

Crisis Decision Teams

The Crisis Decision Team 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. The President's office is the meeting site for University-wide and Coral Gables Crisis Decision Team meetings; the respective Dean's offices at the Medical School and Rosenstiel School are the sites for those Crisis Decision Team meetings.

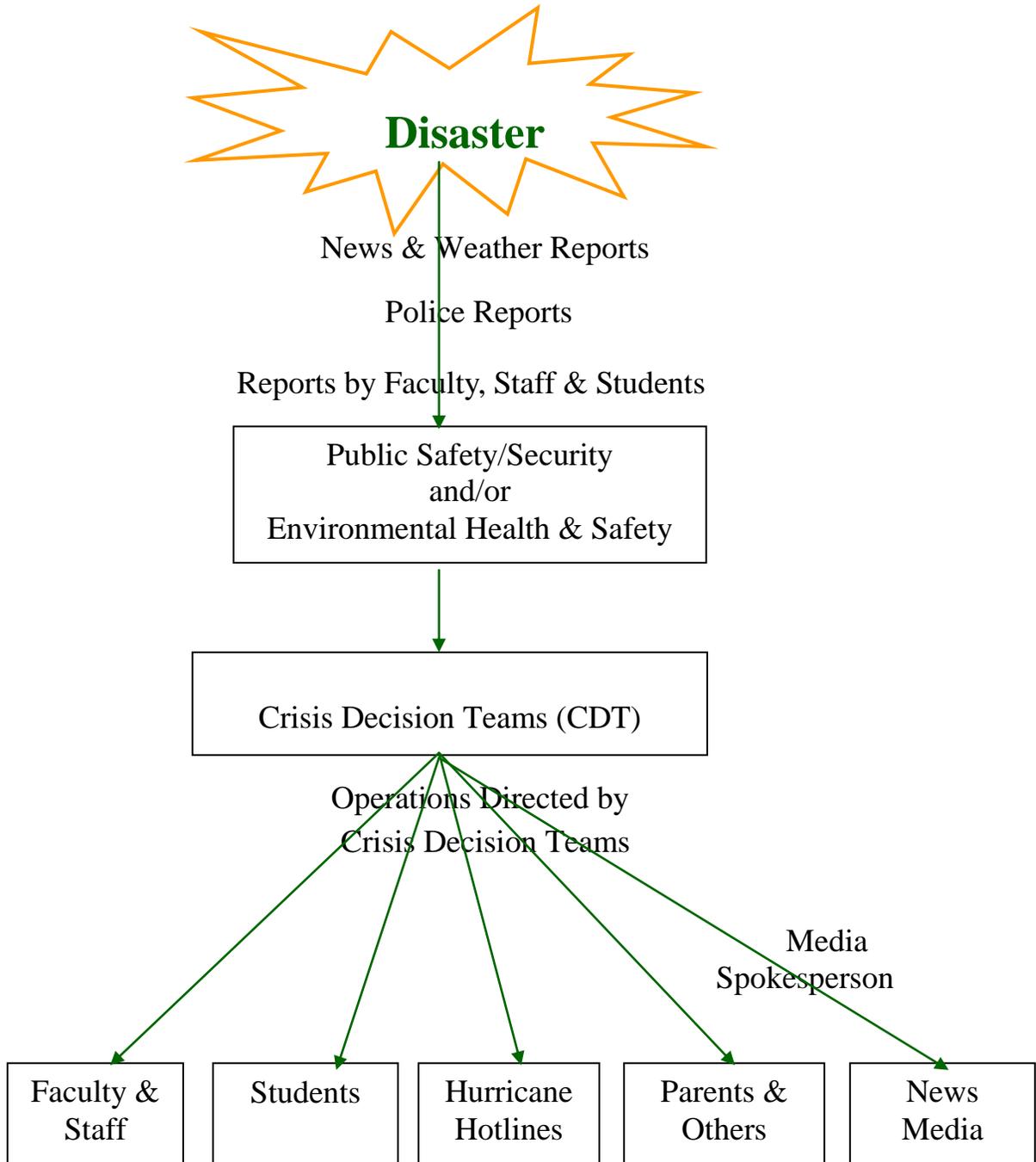
Crisis Plan Activation

Any individual, and especially those individuals responsible for monitoring threats, or individual CDT team members, can implement safety and life-saving emergency steps. The individual recognizing a crisis situation will:

1. Contact police, fire, or rescue agencies. **Turn decisions over to the appropriate government agency as soon as possible.**
2. The police or any member of the CDT team will contact the appropriate Crisis Decision Team to assemble.
3. The Crisis Decision Team will:
 - * Assign a liaison person(s) to gather information and interface with government agency(ies) and/or University schools.
 - * Assign a media spokesperson to handle all media contact.
 - * Disseminate information to employees, students, spouses, parents, etc. utilizing UM hurricane hotlines, the Web, Exchange or other media, as appropriate.
 - * Determine the need for suspension of classes, dismissal of employees, and/or relocation of patients. Classes and services should 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 utility disruption, such as power failure.
 - * Determine frequency of meetings.
 - * Assemble appropriate resources (Public Safety, Student Affairs, Facilities, Risk Management, Human Resources, etc.) in the event of a crisis.
 - * Conduct a debriefing session with the appropriate key administrators.

Flow of Information

Sudden Emergency
Police, Fire, Tornado, Terrorism or Other Emergency



EMERGENCY COMMUNICATIONS PLAN

Clear and consistent communication is essential during a hurricane or other emergency.

As decisions are made by the Crisis Decision Team, appropriate communications must be developed and distributed immediately to all key audiences: students, faculty, staff, parents, patients, and the general public.

University distribution channels include Hurricane Hotlines (telephone), the Emergency Preparedness Web Site (www.miami.edu/prepare), and the University's e-Veritas e-mail messaging system (branded as "Storm Alert" during a major weather emergency). Information is also communicated via the news media (television, radio, newspapers, web sites, etc.).

The Vice President for the Division of University Communications or his alternate/designee, in consultation with other members of the Crisis Decision Team, manages all communications during an emergency.

Hurricane Hotlines

The University of Miami maintains four Hurricane Hotlines that will always have the latest information on campus emergencies. The hotlines are official sources of news 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 UM community.

The Hurricane Hotlines are:

Coral Gables Campus	305-284-5151
Medical Campus	305-243-6079
Rosenstiel Campus	305-421-4888
Outside of Area	800-227-0354

The Hurricane Hotlines have both recorded and live components. 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 who will be able to answer questions and provide vital information about various aspects of the University's status and operations.

Coral Gables Campus Hurricane Hotline

The Coral Gables Hurricane Hotline, located at the Emergency Operations Center, is a joint effort between the Division of Student Affairs and the Division of University Communications. The hotline is staffed by "volunteers" from these two divisions. However, the vice presidents of these divisions may assign staff at any time to work on the hotline.

Prior to the beginning of the academic year in August, a meeting is scheduled to orient staff members who will be scheduled to work on the Hurricane Hotline. Staff members are required to supply home and

cell numbers and other contact information, as well their current vehicle and license tag information. The staff members will have the opportunity to request preferred shifts and assignments.

The Assistant to the Vice President for Student Affairs will compile the information, create a schedule, and make it available to Student Affairs and University Communications staff. Every effort will be made to schedule staff members according to their preferences.

Impending Hurricane or Crisis

At least 24 hours prior to landfall of a hurricane or at any time as warranted by an emergency, the Vice President for Student Affairs (VPSA) will discuss with the University's Crisis Decision Team the possible opening and staffing of the Hotline. If a decision is made by the Crisis Decision Team to open the Hotline with live operators, the VPSA will immediately put this plan into action.

The Assistant Vice President for Student Affairs or the Assistant to VPSA will email and/or call all scheduled staff members.

Staff members are expected to report to duty, according to the schedule, in the Emergency Operations Center located in the Parking and Transportation offices on the lower level of the Ponce de Leon Garage.

Emergency Operations Center (EOC)

The EOC is equipped with five incoming phone lines as well as one outgoing phone line. The EOC is also equipped with six workstations, five computers with Internet access, a large conference table, three televisions with satellite receivers, one printer, and one facsimile machine.

The Administrative Assistant to the VPSA will order food for the days that the hotline is expected to be operational. The food orders may not be available depending on the weather or crisis situation. The room should be stocked with dry food items, fruit, and water sufficient for a few days.

Each hotline staff member should check in with the Shift Leader as he or she arrives. The volunteer should then log on to their hotline phone according to the instructions located at the corresponding workstation.

Hurricane Hotline Phone Protocol

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.

The Hotline receives calls from students, parents, staff, faculty, administration, patients, and the general public. Questions usually relate to University operations and University events.

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 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 Updates

Information relayed to the Hotline operators comes from a variety of reliable sources. During a storm event, the CDT meets 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.

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.

Hotline Hours and Schedule

The VPSA, in consultation with the Vice President for University Communications and other Crisis Decision Team members, will decide the Hotline's hours of operations and will make the decision to open and close the Hotline.

Emergency Preparedness Web Site ("Storm Alert" Web Site)

The Emergency Preparedness Web Site ("Storm Alert" Web Site) is managed by the Division of University Communications. The Assistant Vice President for Communications and Marketing is responsible for maintaining and updating the web site.

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 Hurricane 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. 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>.

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 is 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 delay web access and updates until the process of data transfer is completed.

E-Veritas (“Storm Alert” E-Mail Messages)

The “e-Veritas” e-mail messaging service is managed by the Division of 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” messages. They are sent by University Communications.

“Storm Alert” messages will be developed and distributed as often as is deemed necessary before, during, and after a hurricane or other emergency. “Storm Alert” messages are archived on the University’s Emergency Preparedness Web Site at www.miami.edu/prepare.

In some instances, and in coordination with the Division of University Communications, the Miller School of Medicine may send out a more detailed, supplementary e-mail to medical campus faculty and staff via the “e-Update” e-mail service. And 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

The Division of University Communications, in consultation with the Crisis Decision Team, 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.

SPECIFIC CRISIS SITUATIONS

AVIAN (BIRD) FLU

ACTION STEPS – Avian Flu Response

Phase 1 (No new influenza virus sub-types have been detected in humans. An influenza virus sub-type that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.)

1. Formation of the assessment team/working group for pre-planning for a possible event. Environmental Health and Safety (EHS) to develop a draft plan to be shared with Assessment Team (EHS, Employee Health, Health Center, and Security). Develop responsibilities of Team members during each phase of plan.

Working Group:

1. Assessment Team
 - Ken Capezzuto
 - Dr. Rafael Campo
 - Alan Fish
2. Incident Commander
 - Dr. Rafael Campo (Medical Campus)
 - Dr. Howard Anapol (Coral Gables)
3. Crisis Decision Team
 - Disaster Team Leader Alan Fish
 - President Donna Shalala
 - Provost Thomas LeBlanc
4. University Security
 - Tony Artrip
 - Henry Christensen
5. Facilities Administration
 - Tony Kaniewski
 - Mike White
 - Robert Drolet
 - Ray Alfonso
 - Clemente Amezaga
6. EHS
 - Ken Capezzuto
7. President's Office
 - Aileen Ugalde
 - Alan Fish
8. Media Relations
 - Jerry Lewis
9. Student Affairs
 - Gilbert Arias
10. Auxiliary Services
 - Mel Tenen
11. Risk Management
 - Andrea Orange

12. Parking
 - Sandra Redway
13. IT: Medical and Coral Gables directors
 - Chris Bogue
 - Tim Ramsay
14. Human Resources
 - Dr. Roosevelt Thomas
15. PDTO-Professional Development and Training Office
 - Marcia Bedford
16. CERT-'Canes Emergency Response Team
17. Miami-Dade County Health Department (M-DCHD)
 - Office of Epidemiology
18. Student Health/UMHC
 - Dr. Howard Anapol
 - Dr. Campo
19. Purchasing
 - Tracey Mote
20. Pharmacy
 - Olga Hutnick

Phase 2 (No new influenza virus sub-types have been detected. However, a circulating animal influenza virus sub-type poses a substantial risk of human disease.)

Assessment Team

1. Coordinate plan with County/Public agencies.
2. Review and update plan and Team responsibilities.
3. Notify Crisis Decision Team
4. Monitor information from relative agencies website (CDC, WHO, BOE) for guidance.
5. Provide education and training regarding Avian Flu; basic infection control practices (hand hygiene, cough etiquette, etc.)
 - Healthcare worker
 - Emergency Advisory Committee
 - Other employees
6. Ensure compliance with infection control procedures in healthcare facilities.
7. Identify areas of all campuses to distribute respirators and surgical masks.
8. Identify who will distribute the respirators and surgical masks on the respective campuses.
9. Essential personnel receive respirator fit testing and training through EHS.
10. Inform each department to develop their own Unit Plan for Avian Influenza.

Phase 3 (Human infection(s) with a new sub-type identified with evidence of human-to-human spread.)

1. **Assessment Team**
 - a. Notify Crisis Decision Team
 - b. Notify Incident Commander
 - c. Monitor Situation
 - d. Contact Media Relations

- e. Notify Housing and Dining for quarantine planning
2. **Crisis Decision Team**
 - a. Receive information from Incident Commander
 - b. Review information and work with Media Relations for appropriate reporting to University community
 - c. Notify essential personnel
 - d. **Consider restricting movement on and off campus for activities/athletic events**
 - e. Based on US State department recommendations, University recommends campus community not to travel to affected countries
 3. **Incident Commander**
 - a. Communicate with Miami-Dade County Health Department regarding planning and surveillance
 - b. Communicate and benchmark with other universities
 - c. Alert Emergency Advisory Committee
 - d. Establish communication with Deans and Security
 - e. Plans review and update
 - f. Communicate situation to campus via Email and website, etc.
 4. **University Security**
 - a. Report any flu-like incidents to Health Center
 - b. Review Avian Flu educational module (CBL)
 - c. Supervisor to inform personnel of quarantined areas
 5. **Facilities Management**
 - a. Identify building ventilation systems
 - b. Identify quarantine/isolation areas
 6. **EHS**
 - Contract with hazardous materials vendor for professional cleanup
 7. **Media Relations**
 - Draft internal and external bulletins and announcements, with Emergency Advisory Committee
 8. **Student Affairs**
 - a. Assure Resident Assistants, Housing Graduate Assistants have received training on Avian Flu
 - b. Monitor student travelers
 - c. Identify quarantine/isolation areas.
 9. **Auxiliary Services (Dining) and Housing**
 - a. Enact planning for quarantine:
 1. Health Center train essential personnel on risks and response
 2. Identify potential rooms and/or buildings to be used for quarantined students; update by semester based on current occupancy
 3. Notify current occupants that if their space is needed they will have to move
 4. Ensure emergency response menu is planned for various degrees of need
 5. Stockpile additional food and water
 6. Ensure food delivery process is planned and delivery supplies are on hand

10. **Risk Management**
Monitor situation
11. **Parking**
N/A
12. **IT/Telecommunications**
Develop plan to disseminate information to the University community
13. **Human Resources**
 - a. Monitor faculty and staff travelers entering affected areas
 - b. Prepare a call-off policy
14. **PDTO - Professional Development and Training Office**
Maintain and review training Computer Based Learning (CBL) as necessary
15. **CERT -'Canes Emergency Response Team**
N/A
16. **Student Health/UMHC**
 - a. Be aware of quarantined areas
 - b. Review Avian Flu Policy and training materials with staff
17. **Purchasing**
Purchase respirators and surgical masks
18. **Pharmacy**
 - a. Order pharmaceuticals (vaccines, Tamiflu)
 - b. Arrange for vaccine distribution

Phase 4 Suspected case(s) on campus or suspected/confirmed cases in Miami-Dade County.

1. **Assessment Team**
Same as Phase 3
2. **Crisis Decision Team**
 - a. Advise Crisis Decision Team on response options
 - b. Activate the Emergency Operations Center (EOC)
 - c. Evaluate information on institutional effects of the incident and set response priorities as appropriate
3. **Incident Commander**
 - a. Notify M-DCHD of findings
 - b. Notify Student Affairs and Counseling Services for the University
 - c. Notify Housing and Dining on the number of potential contacts that may require isolation
 - d. Ongoing communications with campus community regarding signs and symptoms, protocol for referral of suspected cases
 - e. Plan review and update
 - f. Communicate self-protection via Email, etc.

4. **University Security**
Same as Phase 3
5. **Facilities Management**
Same as Phase 3
6. **EHS**
 - a. Arrange for additional Medical Waste pickups
7. **Media Relations**
 - a. Appoint liaison to interface with the Emergency Advisory Committee
 - b. Write and record bulletins and updates on the University's Hurricane Hotlines (8-5151; 6-6079; 5-4888; 800-227-0354)
8. **Student Affairs**
 - a. Arrange for monitoring/delivery of medications, other goods and services to isolated areas
 - b. Assist with relocation of students for quarantine
9. **Auxiliary Services (Dining) and Housing**
 - a. Enact plan for quarantine of students:
 1. Set up Housing and Dining Command Center and recall essential personnel
 2. Enact emergency phone contact tree
 3. Identify meal delivery needs and method for quarantined students
10. **Risk Management**
Monitor situation
11. **Parking**
N/A
12. **IT/Telecommunications**
N/A
13. **Human Resources**
 - a. Monitor faculty and staff travelers entering affected areas
 - b. Prepare a call-off policy
 - c. Communication request that faculty and staff and their families report positive for flu to Incident Commander
14. **PDTO-Professional Development and Training Office**
 - a. Maintain and review training CBL as necessary
15. **CERT-'Canes Emergency Response Team**
 - a. Watch UM information and disseminate information to RAs
 - b. Remain available for further instructions
16. **Student Health/UMHC**
Follow Avian Flu Unit Plan

Phase 5 Confirmed case(s) on campus (Only Essential Personnel required to report to Campus).

1. **Assessment Team**
 - a. Maintain contact among Assessment Team
 - b. Advise Emergency Advisory Committee
2. **Crisis Decision Team (CDT)**
 - a. Provide oversight for student, staff, and faculty family notifications if appropriate
 - b. Crisis Decision Team to authorize temporary suspension of classes or closure
3. **Incident Commander**
 - a. Recommend temporary closure of building(s) and suspension of student and academic activities to Emergency Advisory Committee
 - b. Implement Emergency Action Plan with Assessment Team and Emergency Advisory Committee
 - c. Ensure that each Operations Group function is covered
4. **University Security**
 - a. Secure buildings and post signage
 - b. Assist Health Center
5. **Facilities Management**

Stand by to shut off utilities as directed by Incident Commander, if necessary
6. **EHS**
 - a. Assist with notification with emergency coordinators
 - b. Assist Health Care Centers
7. **Media Relations**
 - a. Establish a Media Relations Center: coordinate press releases and manage news teams, interviews, etc.
8. **Student Affairs**
 - a. Identify student events where confirmed patients have attended
 - b. Residential staff assists Health Center
9. **Auxiliary Services (Dining) and Housing**

Activate plan from Phase 4 to quarantine students in conjunction with the guidance from County Health Department
10. **Risk Management**

Monitor situation
11. **Parking**

Clear designated parking lot for possible medical staging area
12. **IT/Telecommunications**

Arrange for emergency communication lines to be established at the EOC and quarantine areas

13. **Human Resources**
 - a. Monitor faculty and staff travelers entering affected areas
 - b. Prepare a call-off policy
 - c. Communication request that faculty and staff and their families report positive for flu to Incident Commander

14. **PDTO-Professional Development and Training Office**
Maintain and review training CBL as necessary

15. **CERT-'Canes Emergency Response Team**
Remain available for further instructions

BOMB THREAT GUIDELINES

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. In the event a threat is received during normal business hours, **NOTIFY PUBLIC SAFETY (ON YOUR CAMPUS) IMMEDIATELY** and evacuate immediately. If a threat is received during non-business hours **NOTIFY PUBLIC SAFETY IMMEDIATELY**, but it will be the responsibility of the unit management to notify employees that evacuation is necessary.

- A. General Threat: This type of caller will generally only indicate there is a bomb, but will not give any other information.
- B. Specific Threats: This caller will generally indicate a specific location, time, and often the reason for making the call.
- 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 Bomb Threat Checklist

Supervisor Action

- * Immediately report the incident to the Department of Public Safety on your campus. They will contact other units (i.e., bomb squad, emergency services, etc.).
- * Start building evacuation, and be sure each person is out of building.
- * Direct an orderly evacuation of the unit if appropriate. Staff should be directed to a designated "holding area" to await further instructions.
- * Protect official records if possible.
- * Arrange to have members of staff or qualified personnel available to accompany emergency services on inspection.
- * If a suspicious object is found, **DO NOT TOUCH IT**. Report it to emergency services 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 in six-month intervals. 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.

Bomb Threats

Upon receipt of a bomb threat remember to:

- *Remain calm.
- *Listen; do not interrupt the caller.
- *Gather as much information as possible.
- *If possible, alert other individuals...contact the police.
- *Inform the caller that detonation could cause injury or death.

Ask the caller:

*Where is it located? _____

*When will it explode? _____

*What does it look like? _____

*What kind of bomb is it? _____

*How do you know so much about this bomb? _____

*How do you know so much about this building? _____

*What group do you represent? _____

*Where are you now? _____

*What is your name? _____

Try to identify the following:

*Sex _____ Age _____ Nationality _____

*Voice characteristics _____

*Background noises _____

Contact the telephone company to identify the number of the last incoming telephone call.

Operator name _____

Date _____ Time _____

CHEMICAL SPILLS, HAZARDOUS MATERIALS

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:

I. 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 Cox Science Building Room 059 and the Knight Physics Building Storage room.

The Knight Physics Storage 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 Cox Science Building Storage room 059 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 Batchelor Children Research building in rooms 167 and 156.

Storage area 167 is a flammable solvent storage area which typically contains from one to ten DOT-approved 55 gallon drums of flammable solvent 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

Storage area 156 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 – Rosenstiel School Campus

The hazardous waste storage area on the **Rosenstiel Campus** is in the North Grosvenor Building room N160.

The storage room is typically contains one DOT-approved 55 gallon drums of flammable solvent waste and 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 by the Response Team:

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).
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.

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.

II. 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)

III. Local Emergency Responders and Agencies – Coral Gables Campus

The University of Miami is patrolled by UM Public Safety and 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
Public Safety	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
Henry Christensen Primary Coordinator			
Kenneth Capezzuto Secondary Coordinator			
Vaughan Munro			
Ramon Molina			
Brian Reding			

IV. Local Emergency Responders and Agencies – Medical School Campus

The University of Miami is patrolled by UM Campus Security and 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:

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

EMERGENCY SERVICES	PHONE NUMBER
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			
Kenneth Capezzuto Secondary Coordinator			

Vaughan Munro			
Ramon Molina			
Brian Reding			

V. Local Emergency Responders and Agencies – Rosenstiel School Campus

The University of Miami is patrolled by UM Campus Security and 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
Public Safety	305-710-7991
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	305-421-4066
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
David Powell Primary Coordinator			
Kenneth Capezzuto Secondary Coordinator			
Ramon Molina Tertiary Coordinator			
Vaughan Munro			
Brian Reding			

VI. Regulatory Agencies and Information Centers

REGULATORY AGENCIES	PHONE NUMBER
Miami-Dade DERM	305-372-6700
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
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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

VI. 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 EVACUATION PLANS

No University building is designated as a shelter. For shelter information, consult the Miami-Dade Office of Emergency Management Answer Center (305/468-5900) or the American Red Cross (305/644-1200). 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 Emergency Advisory Committee members and their families to the Georgia Tech campus in Atlanta, Georgia, or to hotels owned by the Marriott or Starwood, depending on availability. The Real Estate office will coordinate the transfer for the Emergency Advisory Committee.

UM has contracted with a Miami-based charter airline which will provide one dedicated aircraft (with a seating capacity of 172) to make continuous round-trips to destinations determined by the University (Atlanta). Additionally, 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 more 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 Public Safety or the Crisis Decision Team to evacuate to designated mass evacuation locations listed below.

The Crisis Decision Team 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:

- Contact your departmental administrator for this information.

When the assembly location is determined, the Crisis Decision Team will disseminate this information to the operational units and Hurricane Hotlines.

Employees and students should contact the UM Hurricane Hotline for information and details (on campus 8-5151, local 305/284-5151, out of local calling area 800/227-0354) regarding evacuation and on-campus sheltering during an evacuation.

Coral Gables Campus Specific Building Evacuation

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.

Medical Campus Evacuation

Medical Center Chemical, Biological, Explosion, Fire, or Radiological Disaster Plan

I. Response to an event outside of the building: Action: REMAIN INSIDE

- a. If you become aware of an external hazard, such as an overturned tanker releasing chemicals, REMAIN INSIDE THE BUILDING until you hear otherwise.
- b. Think! Don't panic!
- c. Notify 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.
- 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 the nearest Security officer or by calling 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 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. pharmacies, large amounts of cash, etc.) Exit via the nearest safe stairwell. Do not use elevators. Proceed to your predetermined safe evacuation area (See Item II a.).
- e. Follow the directions of emergency personnel.
- f. Congregate with co-workers at your safe evacuation area. Report anyone missing to emergency personnel or security.

g. 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.
- Attract attention. Use telephone to call 911 or call anyone. Yell. Wave a laboratory coat, shirt, etc. at window, but do not open window or break glass.
- 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.

Rosenstiel Campus Evacuation

1. The Main Coordinator will announce there is an emergency that requires the evacuation of a building or buildings via radio by saying "CODE RED" several times. If an individual building must be evacuated, "CODE RED", followed by the building name, will be announced (i.e., "Code Red -----"). For an individual building evacuation all facilities personnel will respond.

In the event of an emergency requiring evacuation, the Main Coordinator should:

- a. Position him/herself at the -----.
 - b. Keep a written log of buildings that have been cleared by Facilities Personnel and Floor Monitors.
 - c. Direct Facilities Personnel, Floor Monitors, and general RSMAS personnel in what to do next (i.e., help direct people to areas or help other facilities personnel).
2. RSMAS Facilities Personnel will walk assigned floors to make sure that area has been vacated.

In the event of an emergency requiring evacuation, Facilities Personnel will follow these procedures:

- a. RSMAS Facilities Office/Main Coordinator will receive/start an alarm in the building(s) on campus and announce a "CODE RED" over the radio, which will indicate there is a serious emergency that requires the evacuation of the building(s).
 - b. Facilities Personnel will walk through the buildings and report their findings (building evacuated, people still in the building, injuries, etc.) to the Main Coordinator via radio. Facilities Personnel are directed to check doors – a closed door means the area is unoccupied.
 - c. If there is an open door the Facilities Personnel will do a quick check, clear the area, close the door, and move on.
 - d. Once the Facilities Personnel assigned areas are "clear" they will move to the -----, report to the Main Coordinator, and wait for further instructions.
3. For each floor of each building on campus a person or people have been selected to act as "Floor Monitors", who make sure the floor/area is cleared before they exit the building. These people have been selected because of their frequency on the floor and their familiarity with the area and the people who frequent the area they have been assigned to.

In the event of an emergency requiring evacuation, Floor Monitor should:

- a. Leave their work area and quickly move to the farthest point from the exit in their evacuation area.
- b. Move quickly from the point mentioned above towards the exit, making sure that doors are closed. If a door is open, the Floor Monitor is to quickly check to make sure there are no people in that area.

- c. Once the floor has been cleared of people the Floor Monitor must report to the ----- and to the Main Coordinator to report the floor has been vacated.
4. General RSMAS personnel will be notified of an emergency and the need to evacuate the building by the alarms in the buildings, Floor Monitors, and Facilities Personnel.

In the event of an emergency requiring evacuation, RSMAS general personnel should:

- a. Leave their work area and move to the exit as quickly possible.
 - b. Use the stairs to exit the building.
 - c. Move via the major roadways through campus to the (contact Facilities Manager for this information).
 - d. Find their building's assigned area and wait for further instructions.
5. For situations that require personnel to leave campus entirely, assembly areas (contact Facilities Manager for this information).

The evacuation assembly areas are divided up by building with signs and colors designating different sections of the gathering area for each building.

Should the need arise for moving people from the evacuation area (contact Facilities manager for this information).

Evacuation routes for each floor of each building will be posted on each floor.

FIRE DISASTER PREPARATION

A. General Information

- * Vice presidents, deans, directors and/or department heads will conduct an annual review of fire emergency plans with their faculty and staff by May 1 and forward changes to the Senior Vice President. An evacuation diagram, including a pre-designated outside assembly area, should be prepared, posted, and reviewed with staff. The location of fire alarm pull stations should also be reviewed.
- * Public Safety and Risk Management must be notified of every fire, regardless of size, even if it is already extinguished.
- * Information to be provided when notifying the fire department directly is as follows:
 - a. Building and room number.
 - b. When any doubt exists about whether the fire has been properly put out.
- * An alarm bell or horn will automatically put evacuation procedures into effect.

Always notify the University's Public Safety Department on your campus.

B. Fire Preparation

- * Maintain all fire extinguishers in a fully charged condition and have them inspected annually.
- * Update evacuation diagram and post it; include an outside assembly area for faculty and staff.
- * Instruct faculty and staff annually in:
 - a. Fire reporting.
 - b. Evacuation procedures.
 - c. Location and operation of portable fire extinguisher.
 - d. Dangers in fighting small fires.
 - d. 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.

C. Fire Emergency Activities

- * Protect the safety of students, faculty and staff. Make sure handicapped individuals are assisted out of the building.

* Notify Fire Department with pertinent information or activate fire alarm pull station.

* Notify Public Safety Department on respective campuses:

Coral Gables:	305/284-6666
Medical Campus:	305/243-6000
Rosenstiel Campus:	305/710-7991
South Campus:	305/243-6000

* Notify immediate supervisor.

* Attempt to contain or extinguish fire if fire is small.

* Evacuate building if fire is not immediately extinguished. **DO NOT USE ELEVATOR DURING A FIRE EMERGENCY.**

* Do not allow reentry into the building until cleared by authorities at the scene.

* If possible, safely secure all valuable records.

* Keep all doors and windows surrounding the fire area closed in order to contain the fire.

* 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.

D. 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.

TERRORISM GUIDELINES

I. 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(l)]. 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 (bacterial agents, viral agents and biological toxins) which are considered as possibilities for terrorist use. 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.

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.

II. 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 Campus Public Safety:

- o Coral Gables 305/284-6666
- o Medical 305/243-6000
- o Rosenstiel 305/710-7991

(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:
 - o Groups fostering anti-University, anti-government, or anti-U.S. agitation, intimidation, etc.
 - o Meetings, rallies, and demonstrations being organized; inflammatory speeches and charges; provocation of authorities to intervene or overreact.
 - o Dissent for political, social, or ethnic reasons.
 - o 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.

III. Response

- Regardless of the type of event it is the policy of the University to notify immediately Public Safety or Security for your campus:

- o Coral Gables 305/284-6666
- o Medical 305/243-6000
- o Rosenstiel 305/710-7991

and Environmental Health and Safety, 305-243-3400. If the event is suspected to involve nuclear or radiological material, also notify immediately the Radiation Control Center, 305-243-6360.

- The University has established Crisis Decision Teams (CDTs) at each campus and University-wide. See Section I of the Disaster Preparation and Recovery: A Plan for Business Continuity. Public Safety and/or Environmental Health and Safety will notify the CDTs.

- Media Relations from each campus will coordinate responses and inform faculty, staff and students (via email and UM 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).

IV. 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 Public Safety or Security for your Campus:
 - Coral Gables 305/284-6666
 - Medical 305/243-6000
 - Rosenstiel 305/710-7991
- Do not allow others to enter the area.
- Campus Public Safety 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 Public Safety or Security for your Campus:
 - Coral Gables 305/284-6666
 - Medical 305/243-6000
 - Rosenstiel 305/710-7991
- Campus Public Safety 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.

THUNDERSTORMS AND LIGHTNING

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.

TORNADOES

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:

- * 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.**

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.

STORM AND HURRICANE PREPARATION

HURRICANE SEASON IS JUNE 1 - NOVEMBER 30

Tropical storm development is constantly monitored by the Rosenstiel School weather office and the Disaster Team Leader during the Atlantic Hurricane Season. The Crisis Decision Team is immediately notified if there is any indication of a storm tracking toward the South Florida area.

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.

HURRICANE DECISION GROUPS

Crisis Decision Team (University-Wide)

The University-Wide Crisis Decision Team 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 Crisis Decision Team 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.

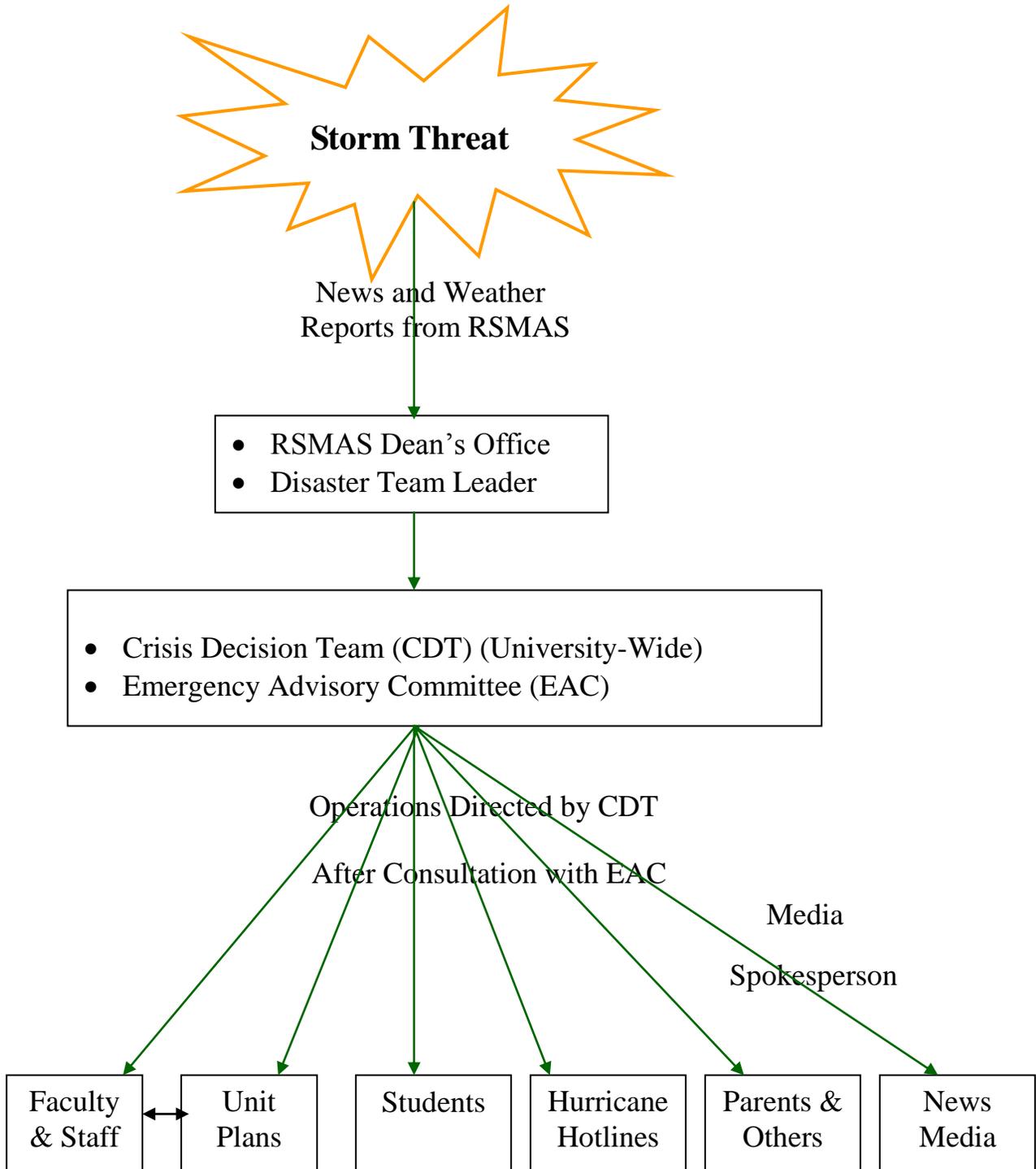
Emergency Advisory Committee

Consists of the University-Wide Crisis Decision Team, and those individuals with immediate responsibility prior to and during a hurricane (or other major disaster). This Committee includes representatives from all campuses, Media Relations, Public Safety/Security, Physical Plant, Telecommunications, Dining Services, Residence Halls, Student Affairs, General Counsel, Athletics, Human Resources, and Treasurer. Deans and their alternates, and other personnel essential to coordinating preparations for, and recovery from, a hurricane (or other major disaster impacting the University and surrounding community) are also part of the Committee.

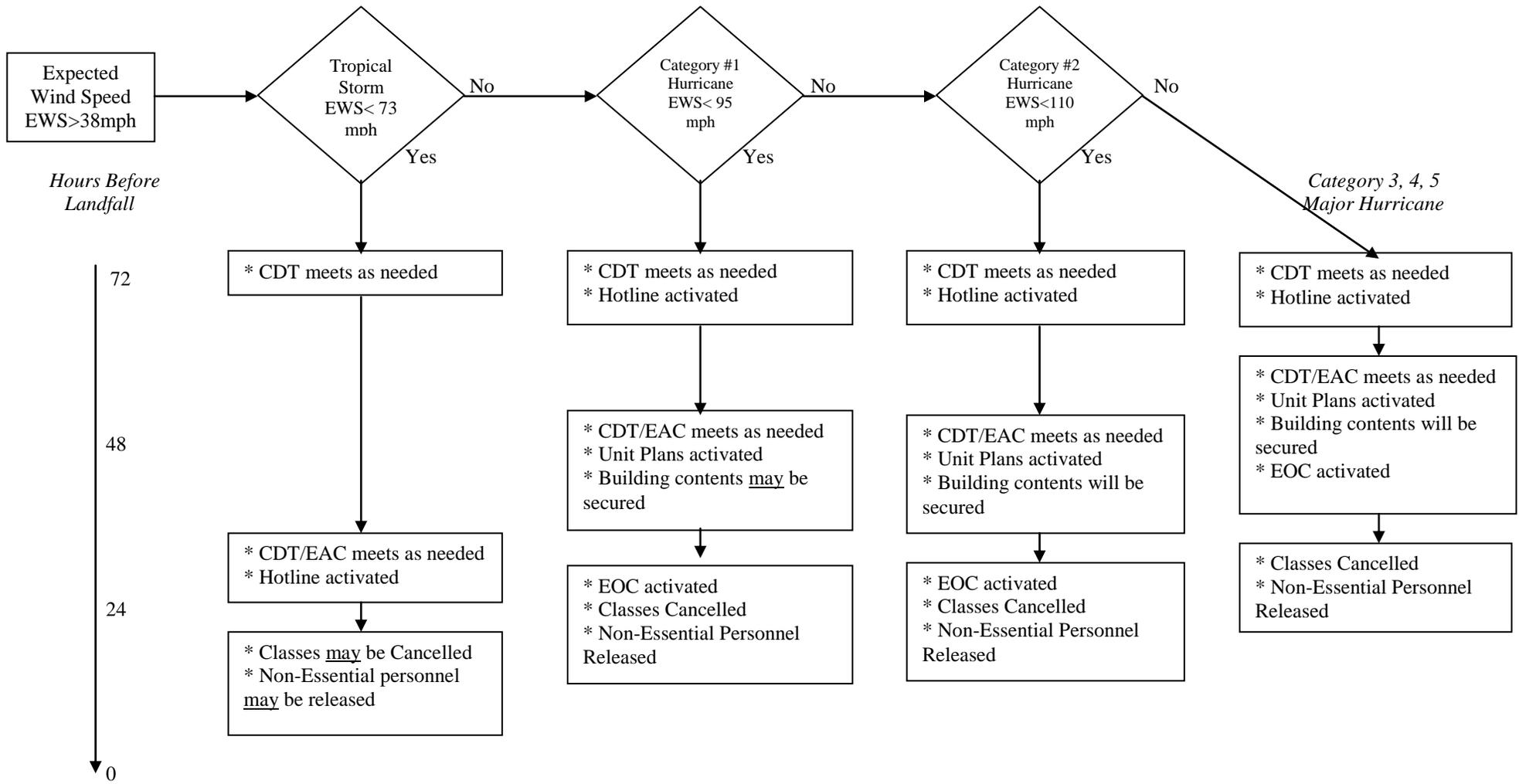
This group of approximately 100 key administrators will be convened by Alan Fish, Disaster Preparation/Recovery Team Leader, at the request of the President or her designee, whenever a hurricane is within a 1,000 mile radius of Miami; meetings will be held at the Wellness Center, 1241 Dickinson Drive, unless otherwise specified. If the Wellness Center were to be destroyed, the Convocation Center would be utilized for large meetings post-disaster.

Flow of Information

Hurricane or Tropical Storm Threat



Hurricane & Tropical Storm Preparation Major Step Guidelines (*Times Approximate*)



EWS = Expected Wind Speed
 CDT = Crisis Decision Team
 EAC = Emergency Advisory Committee
 EOC = Emergency Operations Center

ACTION STEPS – TROPICAL STORM

Alert (Storm Strike 72 – 36 hours away)

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

Watch (Storm Strike 36 – 24 hours away)

1. Crisis Decision Team and/or Emergency Advisory Committee meets as needed and monitors the situation (meetings may be conducted by telephone).
2. The Hurricane Hotline and the EOC may be activated.
3. Facilities Administration secures the campus.

Warning (Storm Strike 24 – 0 hours away)

1. Crisis Decision Team and/or Emergency Advisory Committee meets as needed and monitors the situation continually.
2. Individual Units are informed of the situation by meeting, e-mail or voice.
3. The Hurricane Hotline is activated.
4. The EOC may be activated.
5. Facilities Administration continues to secure the campus.
6. If travel or campus conditions become (or are about to become) dangerous:
 - a. classes are cancelled.
 - b. non-essential personnel may be released.

ACTION STEPS – CATEGORY #1 HURRICANE

NOTE: Rosenstiel Campus treats all Hurricanes as Major Hurricanes.

Alert (Hurricane Strike 72 – 36 hours away)

1. Crisis Decision Team (University-wide) meets as needed and monitors the situation (meetings may be conducted by telephone).
2. The Hurricane Hotline is activated.
3. Web announcement is activated.
4. Facilities Administration secures the campus.

Watch (Hurricane Strike 36 – 24 hours away)

1. Crisis Decision Team and/or Emergency Advisory Committee 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.

Warning (Hurricane Strike 24 – 0 hours away)*

1. Crisis Decision Team and/or Emergency Advisory Committee meets as needed and monitors the situation continually (meetings may be conducted by telephone).
2. The EOC is activated.
3. Hurricane Hotline is manned.
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 Warning Period.**

ACTION STEPS – CATEGORY #2 HURRICANE

NOTE: Rosenstiel Campus treats all Hurricanes as Major Hurricanes.

Alert (Hurricane Strike 72 – 36 hours away)

1. Crisis Decision Team (University-wide) meets as needed and monitors the situation (the initial meeting may be conducted by telephone).
2. The Hurricane Hotline is activated.
3. Web announcement is activated.
4. Facilities Administration secures the campus.

Watch (Hurricane Strike 36 – 24 hours away)

1. Crisis Decision Team and/or Emergency Advisory Committee meets 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 **Pre-Disaster Activation Action Steps**.
 - b. Individual Units are instructed to secure building & office contents.
 - c. Students are instructed to prepare their rooms.
3. Facilities Administration continues to secure the campus.

Warning (Hurricane Strike 24 – 0 hours away)*

1. Crisis Decision Team and/or Emergency Advisory Committee meets as needed and monitors the situation continually.
2. The EOC is activated.
3. Hurricane Hotline is manned.
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 finish securing 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 Warning Period**.

ACTION STEPS – CATEGORY #3, #4 and #5 MAJOR HURRICANES

Alert (Hurricane Strike 72 – 36 hours away)

1. Crisis Decision Team (University-wide) and/or Emergency Advisory Committee meets as needed and monitors the situation continually (the initial meeting may be conducted by telephone).
2. The Hurricane Hotline is activated.
3. Web announcement is activated.
4. Facilities Administration secures the campus.
5. Watch Period Action Steps should commence during the Alert Period, no later than the 48-hour mark.

Watch (Hurricane Strike 36 – 24 hours away)

1. Crisis Decision Team and/or Emergency Advisory Committee meets as needed and monitors the situation continually.
2. The EOC is activated.
3. Hurricane Hotline is manned.
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. Warning Period Action Steps should commence during the Watch Period.

Warning (Storm Strike 24 – 0 hours away)*

1. Crisis Decision Team and/or Emergency Advisory Committee 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 Warning Period.**

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--To Be Done Routinely

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--Once a Disaster Has Been Declared

9. Notify employees who report to you of impending disaster and remind them of what is required for event preparation before the storm and steps of "Business Continuity Plan".
10. 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.
11. 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.
12. Review Disaster Recovery Plan and distribute a copy of "individual action" section to each employee.
13. 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.
14. Contact vendors under assistance agreement and make appropriate support arrangements.
15. Ensure University vehicles are fully fueled.
16. 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).
17. Take home cellular phone and/or 2-way radio (if appropriate) after fully charging batteries for all communication devices.
18. 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.
19. Contact your immediate supervisor with an update on status of employees who report to you.
20. 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.
21. After hurricane, contact the following offices for forms for disaster:
 - a. Risk Management
 - b. Facilities Administration (FEMA)

Individual Action

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

22. Review your individual Unit Plan with your supervisor.
23. Back-up critical files and store them in an off-site location.
24. 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.
25. 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.
26. Clear desk tops completely of paper and other articles. Protect books and equipment by covering with plastic sheeting and using masking tape to secure.
27. Remove any food and perishable supplies. Provide for the necessary care and feeding of all animals, where applicable.
28. 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.
29. Remove all loose items (garbage receptacles, chairs, tables, plants, etc.) from outside of buildings. Remove all items from window ledges.
30. Lock all file cabinets and desk drawers. Lock and secure all doors and windows.
31. **NO UNIVERSITY BUILDING IS DESIGNATED AS AN OFFICIAL HURRICANE SHELTER.** 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, Unico, 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.

32. 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.
33. 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.
34. 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 (SPF 45 recommended)
Ice chest and ice
Battery-powered radio, alarm clock, flashlights (1 flashlight per person)
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 Emergency Advisory Committee 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 Emergency Advisory Committee.

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 where the damaged equipment may be seen.
- * Make no attempt to replace 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 them immediately following a loss. Failure to provide information in a timely manner could result in individual claims being denied.

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 Facilities Administration 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.

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, are 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

UM filed claims for Categories A, B, E and G for Hurricane Andrew (1992); A & B for Hurricane Georges (1998).

Announcement To Departments

If a disaster is declared, Facilities Administration will notify all those departments directly involved in the disaster recovery effort: Medical Facilities, RSMAS Facilities, Public Safety, 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. Facilities Administration, Coral Gables, 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.

Departmental Responsibilities

In order to process successful claims to FEMA, departments are charged with certain documentation responsibilities. Facilities Administration 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 UM 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.

Types of Expenditures

A. Force Account Work

Utilization of UM's own 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.

B. Force Account Equipment

The use of UM's own 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.**

C. 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.

D. 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.

E. 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. UM 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.

F. UNICCO Contract Labor

When using 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.

PERSONNEL 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

The University's Disaster Preparation & Recovery Plan is comprised of the Overall University Plan (Section I) and the Individual Unit Plans (Section II). The Disaster Recovery Team Leader coordinates the updating of the Individual Unit Plans annually. For information on your individual unit plan, contact the individual listed below.

PLAN FOR COLLEGES AND SCHOOLS

School of Architecture
College of Arts and Sciences
School of Business Administration
School of Communication
School of Continuing Studies
School of Education
College of Engineering
Graduate School
School of Law
School of Medicine
School of Music
School of Nursing
Rosenstiel School of Marine and
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 Senior Vice President
 Business Services
 Facilities Administration
 Human Resources and Affirmative Action
 Information Technology
 Real Estate
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Director
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President's Office
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