

Miami-Dade County, Florida Metropolitan Planning Organization (MPO)



Continuity of Operations Plan (COOP)



Delivering Excellence Every Day

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Metropolitan Planning Organization
(MPO)
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Executive Summary

In an effort to ensure the continuation of essential county functions during times of emergencies, county leaders updated Chapter 8B (Emergency Management) of the Miami-Dade County Code of Ordinances to reinforce the requirement that all county departments must prepare annual disaster preparedness contingency plans. The Continuity of Operations Plan (COOP) is an effort within individual departments and agencies to ensure the continued performance of minimum essential functions during a wide range of potential emergencies that may require the relocation of selected personnel and functions to an alternate facility. The COOP is a Federal requirement that all states and local governments have to comply with.

This document is intended to provide direction to the MPO personnel to ensure the continuation of essential county functions during times of emergencies. County leaders updated Chapter 8B (Emergency Management) of the Miami-Dade County Code of Ordinances to reinforce the requirement that all County departments must prepare annual disaster preparedness contingency plans. The U.S. Department of Homeland Security and the State of Florida's Division of Emergency Management define continuity planning as the good business practice of ensuring the execution of essential functions through all circumstances.

The Metropolitan Planning Organization (MPO) is responsible for the transportation planning process in Miami-Dade County. One of its major roles is to ensure conformance with federal and state laws and regulations, which require that highways, mass transit and other transportation facilities and services be properly deployed and developed in relation to the overall plan of urban development. MPO staff (16 personnel) performs transportation studies to establish strategies to alleviate traffic congestion. It provides support to the MPO Governing Board and maintains a community involvement program. The MPO Governing Board is composed of twenty-three (23) voting members including the thirteen (13) Miami Dade County Commissioners, an elected official from each city with over fifty thousand (50,000) residents (Hialeah, Miami, Miami Beach, Miami Gardens, North Miami, and Homestead), an elected municipal official appointed by the Governor to represent municipal interests, a citizen who does not hold elective office and resides in the unincorporated area of Miami-Dade County is also appointed by the Governor, a member of the Miami-Dade Expressway Authority and a member of the Miami-Dade County School Board. The County Manager acts as Chief Executive Officer of MPO process through an existing managed services agreement between the Board of County Commissioners and the MPO.

References & Authorities

- a. Miami-Dade County Ordinance 8B Emergency Management, 2003:
http://library.municode.com/HTML/10620/level2/PTIIICOR_CH8BEMMA.html
only 8B-9 section County Department Preparedness Contingency Plans:
http://library.municode.com/HTML/10620/level2/PTIIICOR_CH8BEMMA.html#PTIIICOR_CH8BEMMA_S8B-9CODEPRCOPL
- b. Florida Statutes, Section 252.35 (Division of Emergency Management):
http://www.leg.state.fl.us/Statutes/index.cfm?mode=View%20Statutes&SubMenu=1&App_mode=Display_Statute&Search_String=252.35&URL=0200-0299/0252/Sections/0252.35.html
- c. Florida Statutes, Section 252.38 (Counties & Political Subdivisions);
http://www.leg.state.fl.us/statutes/index.cfm?mode=View%20Statutes&SubMenu=1&App_mode=Display_Statute&Search_String=252.38&URL=0200-0299/0252/Sections/0252.38.html
- d. Homeland Security Presidential Directive 8, National Preparedness, December 2003
http://www.dhs.gov/xabout/laws/gc_1215444247124.shtm#1
- e. Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, February 2008:
<http://www.homelandsecurity.noaa.gov/FCD1.pdf>
- f. Continuity Guidance Circular 1, January 21, 2009:
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- g. Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101 (version 2), November 2010:
http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf
- h. Federal Aid Highway Act of 1962 Section 134
<http://uscode.house.gov/download/pls/23C1.txt>
- i. Florida Statutes Title XXVI, Chapter F.S. 339.175 (MPO)
http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0300-0399/0339/Sections/0339.175.html
- j. Code of Federal Regulations (FHWA)
<http://www.fhwa.dot.gov/legsregs/title23.pdf>
- k. Florida Department of Transportation Office of Policy Planning
<http://www.dot.state.fl.us/planning/policy/metrosupport/mpohandbook/>

1. Plans and Procedures

1a. Name/position of staff responsible for developing COOP plan:

Name: Oscar Camejo

Position/Title: Finance Manager

Contact number(s): 305-375-1837

The mission of this plan is to ensure continuity of operations of the MPO in the event of relocation from current facility, to secure the information available, to protect the staff from potential dangers, and to continue providing information to the general public.

The Director, or person currently placed in charge by the Director, will determine if the activation of the COOP Plan is needed. The Director may require staff to report to their respective DAE assignments, which will then take precedence over the COOP Plan.

Current Staff Roster (in order from North to South by employee residence)

1. Jesus Guerra – Transportation Systems Manager (Group Broward)
2. Carlos Roa – Transportation Systems Manager (Group Broward)
3. Larry Foutz – Transportation Systems Manager (Group Broward)
4. Susan Schreiber – Transportation Systems Analyst (Group Broward)
5. Elizabeth Rockwell – Public Involvement Manager (Group Broward)
6. Zainab Salim – Clerk of the Board (Group Broward)
7. Miguel Cordero – Systems Analyst/Programmer I (Group Dade)
8. Vince Maya – Office Support Specialist (Group Dade)
9. Carmen Villaverde-Menendez – Administrative Coordinator (Group Dade)
10. Wilson Fernandez – Transportation Systems Manager (Group Dade)
11. Irma San Roman – Interim Director (Group Dade)
12. David Henderson – Bicycle/Pedestrian Specialist (Group Dade)
13. Oscar Camejo – Finance Manager (Group Dade)
14. Paul Chance – Public Involvement Officer (Group Dade)

Table 1	
Oscar Camejo (Primary Contact 1), COOP Coordinator, Communicates with Lead Callers and COOP Manager	
Irma San Roman (Alternate Contact 1), Backup COOP Manager, Communicates with Lead Callers and Backup Callers as needed	
Group Broward	Group Dade
Elizabeth Rockwell – Lead Caller (Primary Contact 2)	Carmen Villaverde Menendez– Lead Caller (Primary Contact 3)
Carlos Roa – Backup Caller (Alternate Contact 2)	Paul Chance – Backup Caller (Alternate Contact 3)
Jesus Guerra	Miguel Cordero
Larry Foutz	Vince Maya
Susan Schreiber	Wilson Fernandez
Zainab Salim	David Henderson

All staff has each others’ phone numbers and emails and is aware of the staging location should an incident occur. Table 1 indicates how communications will be relayed among staff.

Currently there are procedures in place to ensure no loss of data occurs should the office computers become inaccessible or damaged. Every evening, all data is backed-up automatically on a remote computer in a separate secure building.

The COOP Plan will be activated for up to 30 days, unless staff is directed to report to their DAE assignments, under the following scenarios:

1. Activation of the plan occurs during non-working hours
 - a. 0 - 12 hours (Phase I) The following actions will be taken for the first twelve (12) hours of the activation:
 - i. Notify staff as indicated in Table 1.
 - ii. Staff will work from home as needed.
 - iii. COOP Coordinator and COOP Team will contact staff with instructions regarding the cause and length of the activation.
 - b. 12 hours to termination (Phase II) The following actions will be taken if the COOP Plan is activated for more than 12 hours:
 - i. COOP Coordinator notifies staff for extending the activation of the plan to more than 12 hours.
 - ii. Staff will be instructed to report to FDOT Headquarters or continue working from home, as appropriate.
 - c. Return to Normal Operations:
 - i. Once the COOP is de-activated (after emergency) the COOP Coordinator will notify staff of such action, and staff will report to regular MPO office as instructed by the COOP Managers.

- ii. Depending on the type and level of emergency, staff will be instructed to report to the office and await further instructions.
- 2. Activation of the plan occurs during working hours
 - a. 0 - 12 hours (Phase I) The following actions will be taken for the first twelve (12) hours of the activation:
 - i. Notify staff as indicated in Table 1.
 - ii. Staff will meet at staging area
 - iii. Staff will be instructed as appropriate
 - iv. If needed, staff will be sent home and work from there.
 - v. COOP Managers and COOP Team will contact staff with instructions regarding the cause and length of the activation.
 - b. 12 hours to termination (Phase II)
 - i. COOP Managers notifies staff for extending the activation of the plan to more than 12 hours.
 - ii. Staff will be instructed to report to FDOT Headquarters or continue working from home, as appropriate.
 - c. Return to Normal Operations:
 - i. Once the COOP is de-activated (after emergency) the COOP Managers will notify staff of such action and staff will report to office as indicated by the COOP Managers.
 - ii. Depending on the type and level of emergency, staff will be instructed to report to the office for further instructions.

2. Mission Essential Functions*

Priority	Essential Functions	Roster	**Recovery Time Objective (RTO)
1	Organize and compile all information available to continue the operation of the MPO.	Interim Director, Irma San Roman MPO Board Clerk, Zainab Salim Adm. Coordinator, Carmen Villaverde-Menendez Office Support Specialist II, Vincent Maya	Within 24 hours of incident.
2	Provide an effective mechanism of communication with elected officials and transportation partners.	Interim Director, Irma San Roman MPO Board Clerk, Zainab Salim Adm. Coordinator, Carmen Villaverde-Menendez	Within 24 hours of incident or reschedule of any pending meeting, whichever is less.
3	Ensure backup computer and portable computers are accessible and operational.	Miguel Cordero, Systems Analyst Jesus Guerra, Transportation Systems Manager	Within 24 hours after incident.
4	Define alternative processes to access funding for projects.	Finance Manager, Oscar Camejo	Within 1 week after incident.
5	Continue providing information to the public.	Public Involvement Manager, Elizabeth Rockwell Public Information Officer, Paul Chance	Press release ASAP.
6	Disaster Assistance Employee (DAE) roles	All Staff (<i>please see chart in section 11 for DAE assignments</i>)	Determination made either pre/post disaster (depending on the DAE role) by EOC
<p>*These functions will take place unless superseded by DAE assignments. **Recovery Time (RTO): depends on nature of event, extent of damage and available resources at the time of the incident.</p>			

2b. Required resources and equipment needed to complete these functions:

Computers with networking connections (each staff member has a personal computer with internet access at home)

Electricity (some personnel have their own generators at home)

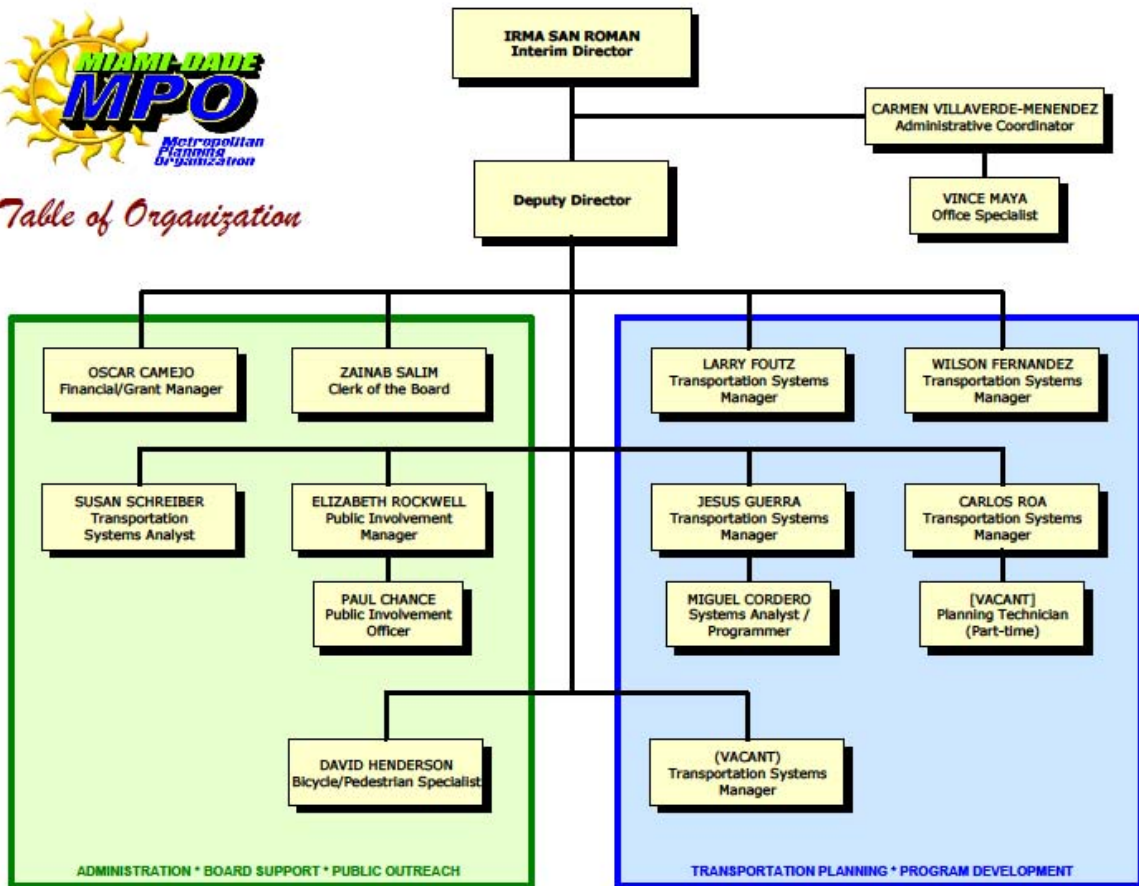
3. Delegations of Authority

3a. Individuals delegated authority: Finance Manager and Public Involvement Manager

3b. By whom: Director and Deputy Director

3c. Under what circumstances: Activation of COOP Plan

3d. Limitations to authority: As directed by Deputy Mayor, Mayor or MPO Board



1.6.2012

4. Orders of Succession

Orders of succession enable an orderly and predefined transition of leadership within an organization.

- Orders of succession for the position of *department head* should include:
 - Conditions for succession to be determined by level of emergency and condition of work environment
 - Director to notify COOP Coordinator

Title	Name	Residence
Interim Director	Irma San Roman	Coral Gables
COOP Coordinator/ Finance Manager	Oscar Camejo	Kendall
Public Involvement Manager	Elizabeth Rockwell	Hollywood

4a. Location of Orders of Succession: At remote site by MDC Wolfson Campus.

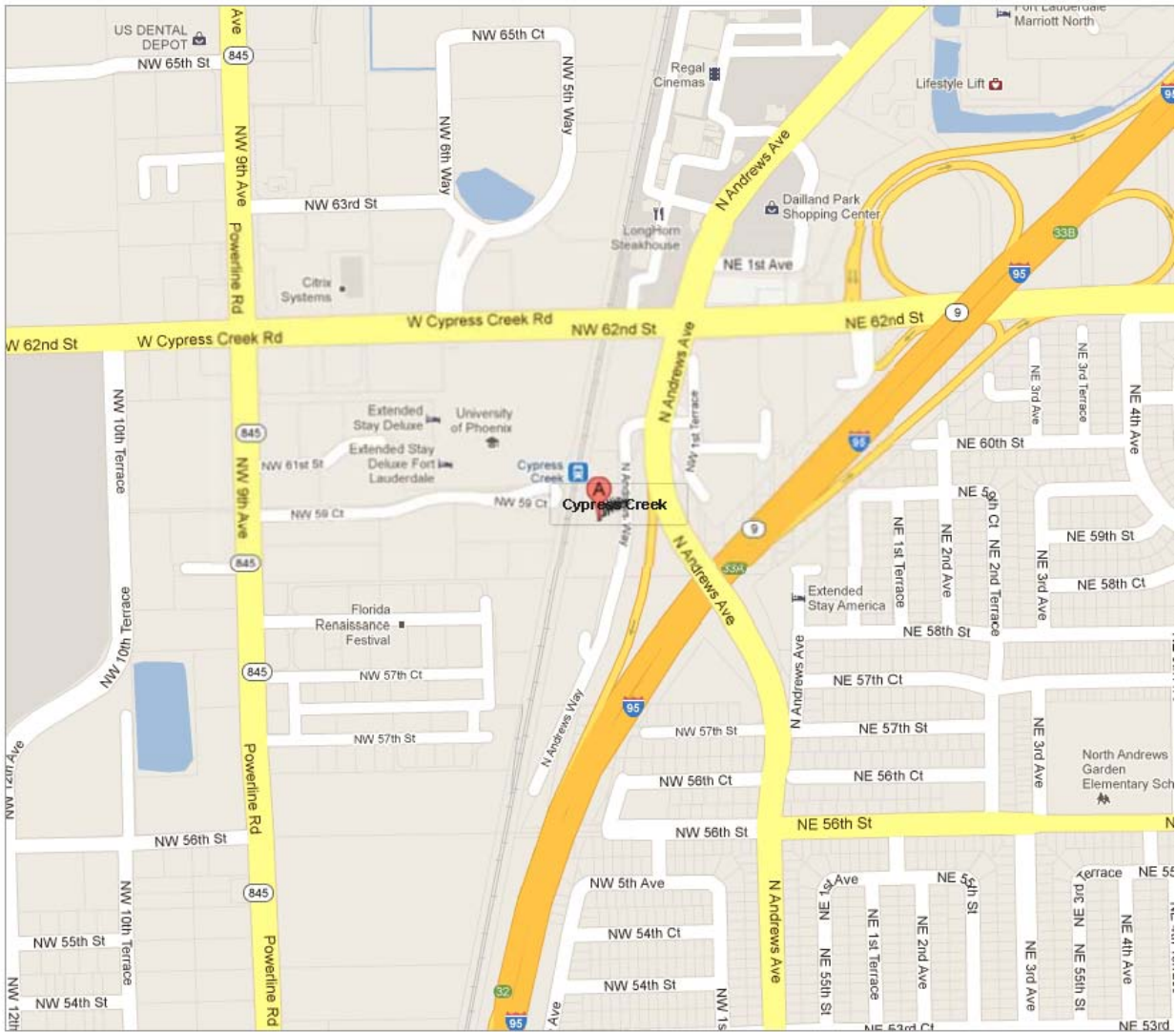
4b. Name of individual(s)/position(s) with access to Orders: Irma San Roman/Interim Director, Oscar Camejo/Finance Manager and Elizabeth Rockwell/Public Involvement Manager

4c. Contact number(s): 305-375-4507

5. Devolution

Should the Miami-Dade MPO be required to transfer all of the essential functions, the Broward MPO will be the responsible party.

Broward MPO
 Greg Stewart, Director
 100 West Cypress Creek Road Suite 850
 Fort Lauderdale, FL 33309
 954-876-0033

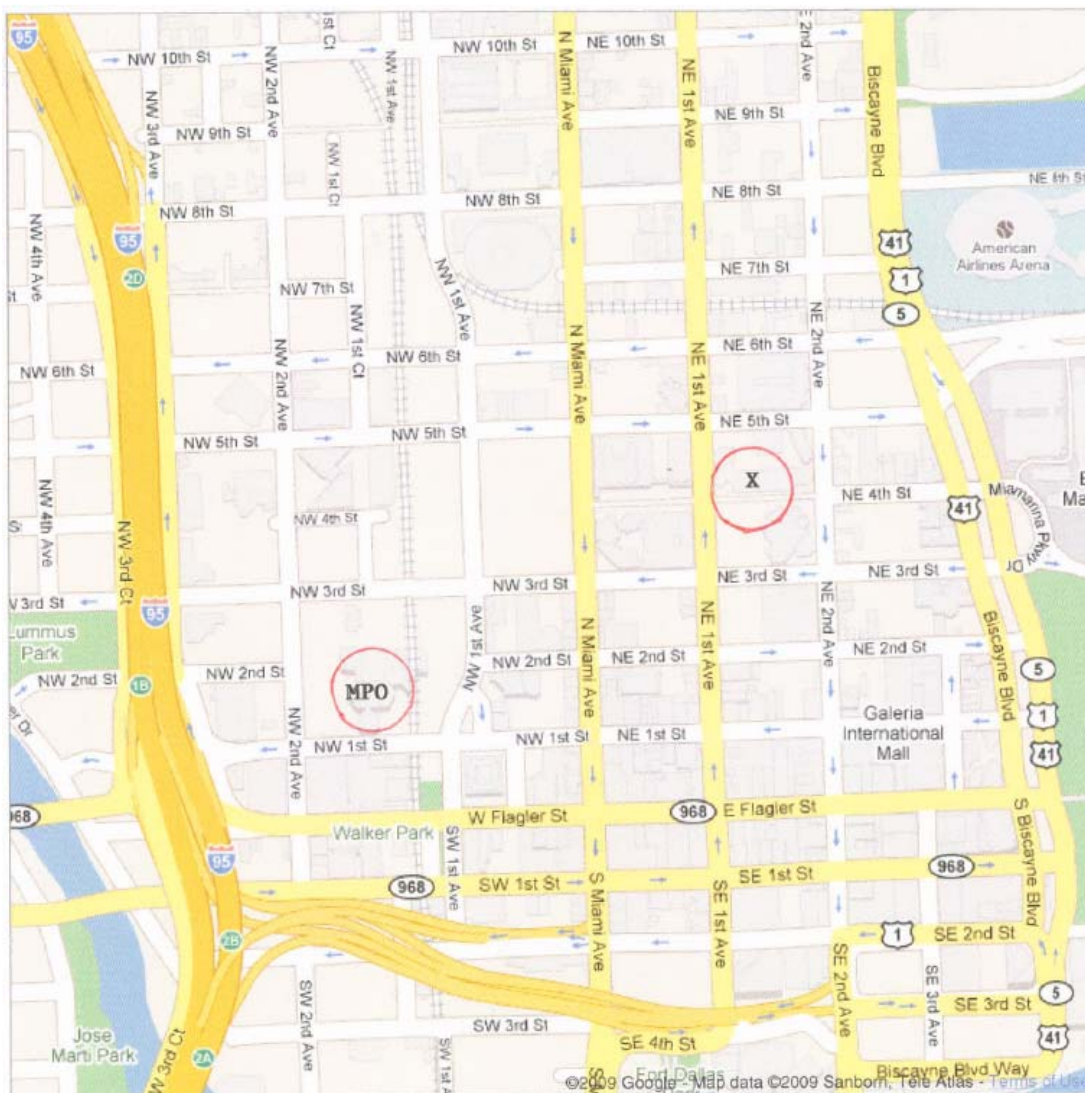


Transfer of control will be determined by Director or as determined in order of succession. Pertinent files will be forwarded to allow required work to be completed easier. In the event communications are down, flash drives will be delivered.

6. Staging Area

All MPO employees are housed in the Stephen P. Clark Center (SPCC) on the 9th floor in Downtown Miami. In the event the SPCC 9th floor or entire building is ordered to be evacuated or not be accessible for any other reason, a staging/meeting location has been assigned as follows:

Miami-Dade College Wolfson Campus Building 2 (Southwest Section) located due east of the intersection of NE 4th Street and NE 1st Avenue (see map below).



MPO is housed in the Stephen P. Clark Center (SPCC) located at:
111 NW 1st Street, Suite 920 (9th floor)
Miami, Florida 33128

X = Miami Dade College Wolfson Campus Building Number 2 (Meeting area)



Staging Area and Re-entry Status Form:

Date: _____ Time: _____

Staging Area Information

Roll call taken at staging area? Yes No

Everyone accounted for from your department? Yes No

How many employees or visitors missing: _____

Names if available:

Any injuries to personnel or visitors from your department? Yes No

First aid required to any personnel from your department? Yes No

How many injured or require First Aid: _____

Names if available:

Please ensure that all injured personnel are placed on the “Injury Log” when you return to your office.

Re-entry Information

Re-entry complete and all personnel accounted for? Yes No

Time of Re-entry: _____

Status of Department after Re-entry

Damage to Department? Yes No

Security problems? Yes No

Upon completion of this form at the staging area, please submit to Building Management personnel so action can be taken by the Police & Fire Departments, if needed.

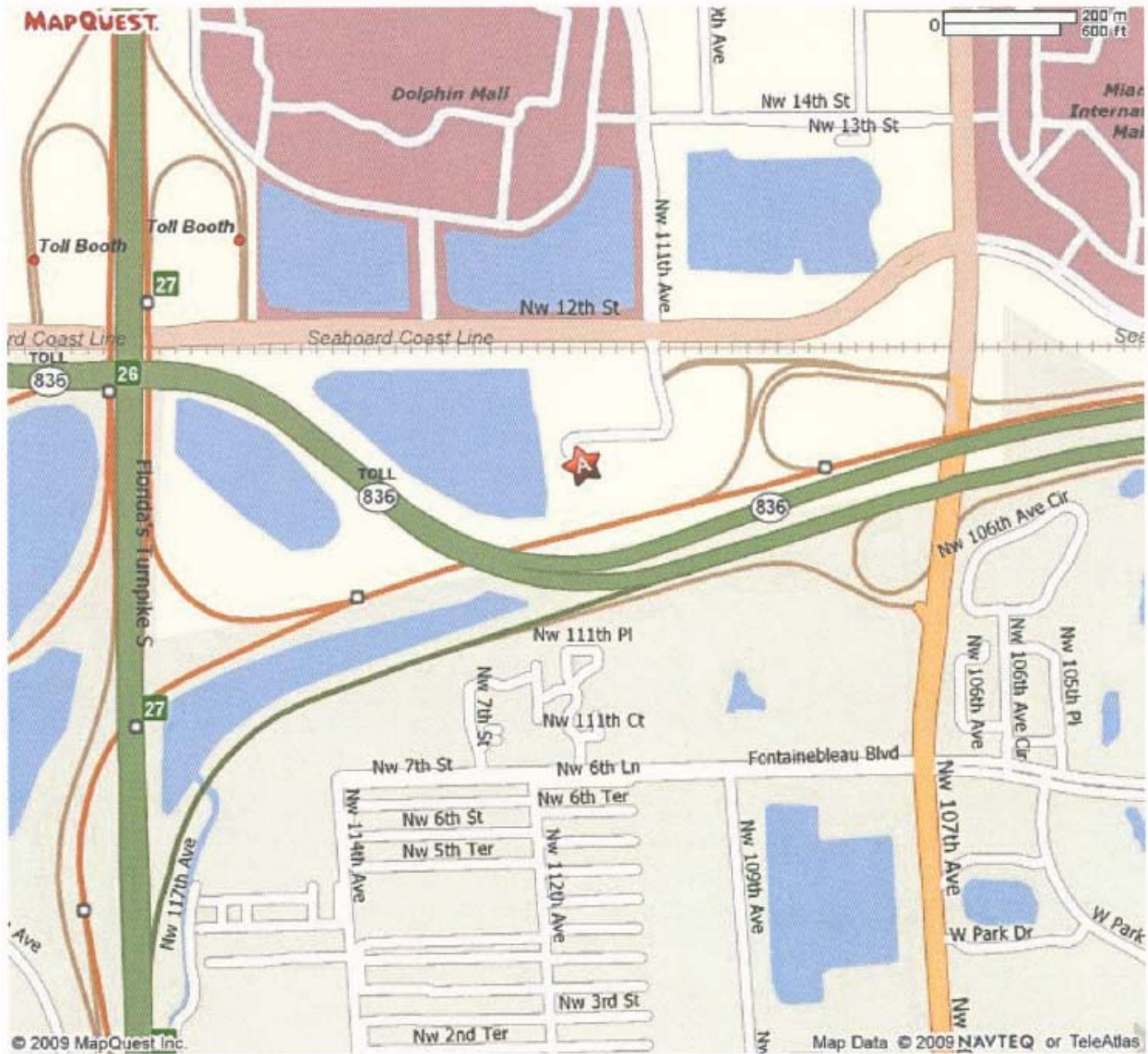
7. Alternate Facilities

7a. The MPO has coordinated with, the Florida Department of Transportation (FDOT) District 6 for securing the use of the following alternate facility for relocation. Additionally, staff may telecommute depending on the type and length of the emergency, as well as individual situations. These scenarios will be used according to the level of the emergency (time phasing). The telecommuting function will take place unless staff is required to report to their DAE functions as assigned.

1. Telecommuting:
This is the MPO's choice for Phase I activation and relocation (0-12 hours). Staff will work from home.
2. Florida Department of Transportation (FDOT):
This is our office's first choice for Phase II alternate facility operations (12 hours-termination). Lakeside meeting room assigned but needs to be reconfirmed before activation with Ms. Jeannie Cann, FDOT Emergency Coordinator Officer.
 - a. Address: FDOT District 6 Headquarters Facility
1000 NW 111 Avenue
Miami, FL 33172
 - b. Contact: Ms. Jeannie Cann, District 6 Emergency Coordination Officer
Office: (305) 470-5353
FAX: (305) 470-5369
Cellular: (786) 295-7047
E-Mail: jeannie.cann@dot.state.fl.us
 - c. Facilities: Use parking spaces assigned to visitor. Eateries are available in the building and the mall just North of facility.



A: 1000 NW 111th Ave, Miami, FL 33172-5800



7b. Equipment on-site: Standard office furniture will be provided at FDOT. Two MPO wireless laptops are available for staff. MPO staff requested to bring their personal laptops, facility has wireless communication.

7c. Is the Cooperative or mutual aid agreement signed: Yes No N/A
Email confirmation on file.

8. Interoperable Communications

The MPO COOP Plan is compatible with the Miami-Dade COOP Plan and provisions from the County COOP have been incorporated into the planning process.

Current Status of the Office Regarding COOP

The MPO Office is ready to provide a full continuity of operation by:

- a. Providing information to the public through the MPO Website at www.miamidade.gov/mpo.
 - i. Continuing the management of projects through consultants.
 - ii. Interacting with other transportation partners by phone, fax and e-mail.
 - iii. Working from home or from a satellite facility.
- b. Equipment
 - i. The MPO purchased three laptops (2 of which are wireless) to be available for staff use.
 - ii. The MPO purchased one server that is located at the MPO office to serve as a back-up of all office documentation and databases available in the office.
 - iii. Peripherals and other accessories required to access the satellite facility are also part of this package.
- c. Software
 - i. The MPO purchased software to facilitate the back-up of the MPO documentation.
 - ii. The MPO installed the software in all computers to generate electronic copies of studies and other documentation for further distribution to the general public and other entities. This action will also provide staff with further references in the development of studies and projects.
- d. Office Supplies
 - i. The MPO has authorized the use of a credit card to Oscar Camejo, Finance Manager, for the purchase of equipment, software and office supplies. Mr. Oscar Camejo is the only person authorized to use the charge card. If the Finance Manager is not available, then, at the Director's discretion, any staff member may purchase the emergency supply and receive a petty cash reimbursement.
- e. Vehicles
 - i. The MPO has a van available in the Bicycle/Pedestrian Program that in case of the activation of the COOP will be used for transportation of staff.
 - ii. All sites selected for alternative locations have parking facilities available.

- f. Communication
 - i. The MPO is identifying needs and evaluating alternatives for establishing accessibility to the satellite server from home or other outside location.
- g. Documentation and Databases
 - i. Procedures, technical reports and other documentation have been or are being compiled in electronic format to be posted in the MPO Website, as well as being stored in the MPO server (mpo00044).
 - ii. Back-up of all documentation is conducted automatically on a daily basis.
 - iii. Databases and documentation are stored in the MPO server (mpo00044).

3. Post-activation of the COOP

This COOP Plan was fully developed in September 2004. However, it is updated every year to reflect the various changes for its immediate deployment.

8a. Data and communications systems needed to support mission essential functions:

- 1. Access to files
- 2. Internet
- 3. Landlines

9. Vital Records, Databases and Equipment

- A backup server is located in the MPO office (mpo00044), there was an additional backup computer located in the Building Department (mpo00053), approximately 12 miles west of the MPO's office. However, there were electrical surges which required the replacement of the power supply and subsequently the PC altogether at that location. The remote PC has been returned to the MPO office until another accessible safe remote site is secured. By December of 2012, the MPO will have secured a new backup server and it will be housed in IT person's home.

Vital Files, Records, Databases or Equipment	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Server / Storage Location	Maintenance Frequency
COOP Plan	Electronic	X		http://www.miamidade.gov/mpo	X
Phone Roster	Hardcopy		X	http://www.miamidade.gov/mpo	X
Devolution Contact List	Hardcopy	X	X	http://www.miamidade.gov/mpo	X

9a. Address of off-site records storage facility: FDOT 1000 NW 111th Avenue Suite 6112 Miami FL 33172

9b. Back-up mechanisms for vital records: Hard and electronic copies kept at various employees' homes. Electronic copy available to all employees through share drive and may be distributed electronically via email.

10. Administration and Logistics

The MPO can self-sustain their operations outside the current physical office until a new permanent site is secured. Procedures for communications, physical location, access to files and procurement procedures have been implemented as indicated in this document.

11. Personnel Issues and Coordination

Each MPO employee has been issued a card with everyone's home and cellular phone number and personal email address as appropriate and has been instructed to follow the communication procedures on Table 1.

1. The MPO Objectives include:
 - a. Minimize the risk of harm to staff.
 - b. Support employees who remain at work.
 - c. Continue functions essential to MPO operations during an emergency.
 - d. After the incident, resume normal work activities, as soon as possible.

2. Planning Assumptions:
 - a. To reduce the risk of illness, MPO Director may take social distancing measures such as canceling public meetings and events.
 - b. Employee absenteeism will reach 50 percent for periods of about 1 week at a height of a pandemic wave.
 - c. For planning purposes, assume that absent employees include leaders, heads and personnel with primary responsibility for essential functions.
 - d. It is unlikely that staff will be subject to mandatory quarantine orders. Instead public health officials will rely on voluntary social distancing measures.
 - e. At the discretion of the MPO Director, employees affected by an emergency will be granted administrative leave for days in excess of five (5) days.
 - f. If the entire MPO staff is affected by an emergency, the Director will contact the Deputy Mayor for further instructions.

3. Emergency Communication Systems

All MPO staff is responsible for keeping informed by monitoring news media reports, contacting COOP Coordinator and/or calling Department of Emergency Management (DEM) – Duty Officer (305) 468-5800. To rapidly communicate with employees in an emergency, the call tree (Table 1) will be activated.
4. Guidelines for Workplace Dispersal and Fitness to Work
 - a. Employees who are sick should not report to work. Be prepared to implement procedures to reduce the workplace risk.

Miami-Dade County has an interactive database called Bluebook, whereby employees are assigned locations to help assist the general public should the need arise. Below is a table indicating where MPO staff is designated.

Name	Disaster Role: Area of Interest
Oscar Camejo	Distribution Center
Paul Chance	Distribution Center
Miguel Cordero	Distribution Center
Wilson Fernandez	Distribution Center
Larry Foutz	Distribution Center
Jesus Guerra	Traffic Control Center
David Henderson	Distribution Center
Vince Maya	Distribution Center
Carlos Roa	Distribution Center
Elizabeth Rockwell	DAE Call Center
Zainab Salim	Distribution Center
Irma San Roman	DAE Call Center
Carmen Villaverde-Menendez	Distribution Center
Susan Schreiber	DAE Call Center

12. Reconstitution

- Procedures for returning to normal operations will be coordinated with GSA during the offsite operations, depending on the condition of the original location.
 - Notify all personnel that the threat or actual emergency no longer exists.
 - Provide instructions for the resumption of normal operations.
 - Supervise the orderly return to the normal operating facility.
 - Report agency/department status, as appropriate.
 - Conduct an after-action review of continuity operations.
 - Develop a corrective action plan based on an evaluation of the continuity operations.

13. Testing, Training, and Exercising (TT&E)

- The MPO staff meets on a quarterly basis to ensure all of the aforementioned procedures are in place. In addition, employee rosters are updated as soon as information changes. MPO staff also takes advantage of the building's fire drills to meet at the staging areas and discuss current COOP procedures.

14. Health Emergency

The MPO has cross-trained staff on its current operations to help ensure smooth operations should a given percentage of staff are affected.

Health emergencies may be part of a broader incident or are emergencies that can be addressed according to their unique circumstances, such as incidents that increase employee absenteeism (i.e. influenza), induce social distancing as a preventative measure (i.e. pandemic), or other alternative workplace issue that may require the enactment of this COOP plan. Types of health emergencies, and related critical situations, include (but not limited to):

- **Influenza & Other Viral Outbreaks-** Influenza and other viral outbreaks are health illnesses that can be easily transmitted from human-to-human contact in the workplace or at home.
- **Bio-terrorism-** A bioterrorism attack is the deliberate release of viruses, bacteria, or other germs (agents) used to cause illness or death in people, animals, or plants.
- **Chemical Emergencies-** A chemical emergency occurs when a hazardous chemical has been released and the release has the potential for harming people's health. Chemical releases can be unintentional, as in the case of an industrial accident, or intentional, as in the case of a terrorist attack.
- **Mass Casualty Incidents-** MCI situations may cause employees to suffer bodily harm and emotional/physical stress after a mass casualty event (i.e. terrorism) even if they are not at or near the scene.

Although the list above is not inclusive, these are general emergencies that can affect the health and well-being of employees. Typically, a COOP plan will be enacted for health emergencies when absenteeism in the workplace approaches 30 – 40 % of the workforce. Instances where this may occur include widespread viral outbreaks, such as a influenza pandemic.

In **Table 2 (see next page)**, differences between a seasonal influenza outbreak and pandemic incident are compared on many levels. A pandemic is a global disease outbreak. A pandemic occurs when a new influenza virus emerges that people have little or no immunity to, and for which there is no vaccine. The disease spreads easily person-to-person, causes serious illness, and can sweep across the country and around the world in very short time. It is difficult to predict when the next influenza pandemic will occur or how severe it will be. Wherever and whenever a pandemic starts, everyone around the world is at risk.

Table 2- Seasonal Influenza v. Pandemic Influenza

<i>Seasonal Influenza</i>	<i>Pandemic Influenza</i>
Outbreaks follow predictable seasonal patterns; occurs annually, usually in winter, in temperate climates	Occurs rarely (three times in 20th century - last in 1968)
Usually some immunity built up from previous exposure	No previous exposure; little or no pre-existing immunity
Healthy adults usually not at risk for serious complications; the very young, the elderly and those with certain underlying health conditions at increased risk for serious complications	Healthy people may be at increased risk for serious complications
Health systems can usually meet public and patient needs	Health systems may be overwhelmed
Vaccine developed based on known flu strains and available for annual flu season	Vaccine probably would not be available in the early stages of a pandemic
Adequate supplies of antivirals are usually available	Effective antivirals may be in limited supply
Average U.S. deaths approximately 36,000/yr	Number of deaths could be quite high (e.g., U.S. 1918 death toll approximately 675,000)
Symptoms: fever, cough, runny nose, muscle pain. Deaths often caused by complications, such as pneumonia	Symptoms may be more severe and complications more frequent
Generally causes modest impact on society (e.g., some school closing, encouragement of people who are sick to stay home)	May cause major impact on society (e.g. widespread restrictions on travel, closings of schools and businesses, cancellation of large public gatherings)
Manageable impact on domestic and world economy	Potential for severe impact on domestic and world economy

Source: www.pandemicflu.gov

Department Processes and Action Items

During a health emergency, the following processes and action items will be conducted:

1. Communicate health emergency situation or applicable incident to County Executive Office. Lead personnel of the remaining healthy employees will make the needed calls.
2. Identify department procedure to document employees ill during this time, including County and department policies regarding sick leave and other applicable policies. Departmental Personnel Representative (DPR) is responsible for updating the electronic Payroll Attendance Record (ePAR) in accordance with the County Procedures Manual.
3. Identify chain of command during a health crisis. The chart below outlines a responsible person and alternate for this department.

Health Emergency Command Group		
	<i>Responsible Person</i>	<i>Alternate</i>
Name	Carlos Roa	Irma San Roman
Title	Transportation Systems Mgr.	Interim Director
Contact Info (Ph, Email)	305-375-1833 rcf@miamidade.gov	305-375-4507 irm@miamidade.gov

Name	Elizabeth Rockwell	Jesus Guerra
Title	Public Information Manager	Transportation Systems Mgr.
Contact Info (Ph, Email)	305-375-1881 erock@miamidade.gov	305-375-2069 guerraj@miamidade.gov
Department Contact for Health Related Information and Planning		
Name	Oscar Camejo	David Henderson
Title	Finance Manager	Bicycle/Pedestrian Specialist
Contact Info (Ph, Email)	305-375-1837 osc@miamidade.gov	305-375-1735 davidh@miamidade.gov

4. Activation of COOP during a health emergency (i.e. offsite or alternate worksite, laptops, etc).

See step 1 “Plans and Procedures”.

5. Reporting and monitoring of health incident.

Will be determined by the Health Emergency Command Group, depending on who is infected and type of illness.

Preventative Measures and Tips

During any type of health emergency, preventative measures can be taken to mitigate the effects on the workforce. Such measures include:

- Encourage employees to develop family preparedness plans.
- Participate and promote public health efforts within the department.
- Implement prevention and control actions recommended by your public health officials and providers.
- Identify and adopt department practices that encourage sick employees to stay home.
- Practice good health habits, including eating a balanced diet, exercising daily, getting sufficient rest and take common-sense steps to stop the spread of germs.
 - Wash hands frequently with soap and water.
 - Cover coughs and sneezes with tissues.
 - Stay away from others as much as possible if you are sick.
- Stay informed about pandemic influenza and be prepared to respond.
 - Consult www.pandemicflu.gov frequently for updates on national and international information on pandemic influenza.
 - Use national and local pandemic hotlines that will be established in the eventuality of a global influenza outbreak.
 - Listen to radio and television and read media stories about pandemic flu.

Recommended personal protective equipment (PPE):

- N-95 respirators
- OSHA approved disposable facemasks
- Gloves
- Hand-sanitizer (individual units or sanitizer stations)

- Antibacterial surface wipes or sprays

Important Links and Resources

- U.S. Department of Health & Human Services, www.hhs.gov
- Pandemic Flu, www.pandemicflu.gov, www.avianflu.gov
- Centers for Disease Control and Prevention (CDC), www.cdc.gov
- Miami-Dade County Health Department, www.dadehealth.org
- Florida Department of Health, <http://doh.state.fl.us/>

15. Program Management

The MPO has set aside funds to ensure the COOP Plan has resources on a yearly basis in the Unified Planning Work Program under task 4.19, which states the objectives, methodology and goals of the program.

16. Signatories

This Continuity of Operations Plan (COOP) has been reviewed by department leadership and has been approved for submittal to the Department of Emergency Management (DEM) for annual compliance review.

Irma San Roman
Name of Department Leadership:

Interim Director
Title of Department Leadership:


Signature of Department Leadership:

August 22, 2012
Date Reviewed:

Plan Security

- An editable version of the Plan is kept on a secure computer. A pdf version is kept online for employees to access. Employees sensitive information is not made part of either document.

While a COOP plan is not considered a classified document, it does contain sensitive information and its handling and distribution should be controlled and limited, both electronically and in hard-copy. Agencies should consider using Chapter No. 2001-361, FL Law (formerly Senate Bill 16-C) to provide a public records exemption for their plans.

As per Florida Statute 119.071 (3), this document is a "Security System Plan" held by a governmental agency and therefore is confidential and exempt from disclosure under Florida Statute 119.07(1) and S. 24(a), Article I of the Florida State Constitution.

HB 597 2011: An act relating to public records; amending s. 119.071, F.S.; providing an exemption from public records requirements for information furnished by a person to an agency for the purpose of being provided with emergency notification by the agency; including the person's name, address, telephone number, e-mail address, or other electronic communication address. The bill is effective July 1, 2011 and provides for retroactive application of the exemption for information currently held.

ANNEX A: ACRONYMS

CGC	Continuity Guidance Circular
COOP	Continuity of Operations Plan
CPG	Comprehensive Preparedness Guide
DAC	Disaster Assistance Center
DAE	Disaster Assistance Employee
DEM	Department of Emergency Management
DHS	Department of Homeland Security
EOC	Emergency Operations Center
ETSD	Enterprise Technology Services Department
FCD	Federal Continuity Directive
FPC	Federal Preparedness Circular
FS	Florida Statutes
GSA	General Services Administration
HSPD	Homeland Security Presidential Directive
IT	Information Technology
MEF	Mission Essential Functions
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
PODS	Points of Distribution Site
RA & VA	Risk Assessment & Vulnerability Analysis
RTO	Recovery Time Objective
SOP	Standard Operating Procedures
TT&E	Test, Training, and Exercise

ANNEX B: RISK ASSESSMENT & VULNERABILITY ANALYSIS (RA & VA)

**Miami-Dade Metropolitan Planning Organization (MPO)
111 NW 1st Street (9th floor), Miami, FL 33128**

DISASTER INCIDENT	PROBABILITY	SEVERITY = (MAGNITUDE - MITIGATION)						RISK
		HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	PREPARED-NESS	INTERNAL RESPONSE	EXTERNAL RESPONSE	
	<i>Likelihood this will occur</i>	<i>Possibility of death or injury</i>	<i>Physical losses & damages</i>	<i>Interruption of services</i>	<i>Preplanning</i>	<i>Time, Effectiveness, resources</i>	<i>Mutual Aid staff & supplies</i>	<i>Relative threat*</i>
NATURAL								
Flooding	<i>Possible</i>	<i>Limited</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
Waterleak	<i>Possible</i>	<i>Limited</i>	<i>Limited</i>	<i>Negligible</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	-1
Structural Fire	<i>Possible</i>	<i>Limited</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
Wild Fire	-	-	-	-	-	-	-	0
Tornado	<i>Possible</i>	<i>Critical</i>	<i>Critical</i>	<i>Critical</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	3
Hurricane	<i>Likely</i>	<i>Critical</i>	<i>Critical</i>	<i>Critical</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	6
Thunder Storm	<i>Likely</i>	<i>Limited</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
HUMAN-CAUSED								
Explosion	<i>Unlikely</i>	<i>Critical</i>	<i>Critical</i>	<i>Critical</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
Vandalism	<i>Unlikely</i>	<i>Negligible</i>	<i>Negligible</i>	<i>Negligible</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
Terrorism	<i>Unlikely</i>	<i>Critical</i>	<i>Critical</i>	<i>Critical</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	0
Loss of Key Staff	<i>Possible</i>	<i>Limited</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
Medical Emergency	<i>Possible</i>	<i>Limited</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	0
Sabotage	<i>Unlikely</i>	<i>Critical</i>	<i>Limited</i>	<i>Limited</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	0
Riot/Civil Disorder	<i>Possible</i>	<i>Limited</i>	<i>Limited</i>	<i>Limited</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	-2
Radioactive Contamination	<i>Unlikely</i>	<i>Catastrophic</i>	<i>Catastrophic</i>	<i>Catastrophic</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	0
Epidemic	<i>Possible</i>	<i>Critical</i>	<i>Negligible</i>	<i>Limited</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	-2
Toxic Contamination	<i>Unlikely</i>	<i>Critical</i>	<i>Negligible</i>	<i>Critical</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	0
Labor Dispute	<i>Possible</i>	<i>Negligible</i>	<i>Negligible</i>	<i>Limited</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	-4
Strike	<i>Possible</i>	<i>Negligible</i>	<i>Negligible</i>	<i>Limited</i>	<i>Consider</i>	<i>Consider</i>	<i>Mitigate</i>	-4
TECHNICAL								
Hardware Failure	<i>Possible</i>	<i>Negligible</i>	<i>Critical</i>	<i>Critical</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	1
Software Failure	<i>Possible</i>	<i>Negligible</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	-1
HVAC Failure	<i>Possible</i>	<i>Negligible</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	-1
Power Outage	<i>Possible</i>	<i>Negligible</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	-1
Utility Disruption	<i>Possible</i>	<i>Negligible</i>	<i>Limited</i>	<i>Limited</i>	<i>Mitigate</i>	<i>Mitigate</i>	<i>Mitigate</i>	-1

*Threat increases with percentage.

PROBABILITY * SEVERITY = RISK

ANNEX C: CONTACT TREE – NOTIFICATION PROCEDURES

The Primary/Alternate contact will be notified by: Irma San Roman
Direct Supervisor or their designee

The Primary/Alternate contact will make at least 8 attempts over a period of 8 hours to notify each of the following persons, at any/all of the numbers listed:
Number Number

Name & Email	Contact Numbers	Contact Date & Time <small>(complete during emergency calldown)</small>
Primary Contact 1		
Oscar Camejo	Work 305-375-1837	
oscarsailfish@yahoo.com	Home	AM/PM
osc@miamidade.gov	Pager	
	Cell 305-301-5136	
Alternate Contact 1		
Irma San Roman	Work 305-375-4507	
Irm@miamidade.gov	Home 305-663-6732	AM/PM
isanroman@bellsouth.net	Cell 305-219-2546 (Work)	
	Cell 786-218-7634	
Primary Contact 2		
Elizabeth Rockwell	Work 305-375-1881	
erock@miamidade.gov	Home 954-989-3837	AM/PM
elizabethrockwell@yahoo.com	Cell 305-968-2722	
	Cell	
Alternate Contact 2		
Carlos Roa	Work 305-375-1833	
rcf@miamidade.gov	Home 954-473-6552	AM/PM
roacarlos44@yahoo.com	Pager	
	Cell 954-540-2002	
Primary Contact 3		
Carmen Villaverde	Work 305-375-1734	
carmenv@miamidade.gov	Home 305-222-1351	AM/PM
gmenende@bellsouth.net	Pager	
	Cell 786-303-1351	
Alternate Contact 3		
Paul Chance	Work 305-375-1888	
chance@miamidade.gov	Home 305-621-2189	AM/PM
Paul_Chance40@hotmail.com	Cell 305-904-4462	

CONTACT 1 notifies the following individuals:

Name & Email	Contact Numbers	Contact Date & Time <small>(complete during emergency calldown)</small>
Irma San Roman	Work 305-375-4507	
Irm@miamidade.gov	Home 305-663-6732	AM/PM
isanroman@bellsouth.net	Cell 305-219-2546 (Work)	
	Cell 786-218-7634	
Elizabeth Rockwell	Work 305-375-1881	
erock@miamidade.gov	Home 954-989-3837	AM/PM
elizabethrockwell@yahoo.com	Cel 305-968-2722	
Carmen Villaverde	Work 305-375-1734	
carmenv@miamidade.gov	Work	AM/PM
gmenende@bellsouth.net	Home 305-222-1351	
	Cell 786-303-1351	
	Cell	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	

CONTACT 2 notifies the following individuals:

Name & Email	Contact Numbers	Contact Date & Time <small>(complete during emergency calldown)</small>
Carlos Roa	Work 305-375-1833	
rcf@miamidade.gov	Home 954-473-6552	AM/PM
roacarlos44@yahoo.com	Pager	
	Cell 954-540-2002	
Jesus Guerra	Work 305-375-2069	
jdgr@miamidade.gov	Home 954-227-7448	AM/PM
jesseguerra49@yahoo.com	Pager	
	Cell 954-461-5333	
Larry Foutz	Work 305-375-1522	
lfoutz@miamidade.gov	Home	AM/PM
foutz.larry@gmail.com	Pager	
	Cell 954-665-1503	
Susan Schreiber	Work 305-375-1887	
susans@miamidade.gov	Home 954-964-2629	AM/PM
shschreiber@att.net	Pager	
	Cell 305-215-2141	
Zainab Salim	Work 305-375-1797	
zsalim@miamidade.gov	Home	AM/PM
zainab_salim@yahoo.com	Cell 305-301-1488 (Work)	
	Cell 786-351-0582	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	

CONTACT 3 notifies the following individuals:

Name & Email	Contact Numbers	Contact Date & Time <small>(complete during emergency calldown)</small>
Paul Chance	Work 305-375-1888	
chance@miamidade.gov	Home 305-621-2189	AM/PM
Paul_Chance40@hotmail.com	Pager	
	Cell 305-904-4462	
Miguel Cordero	Work 305-375-2642	
mcordero@miamidade.gov	Home 305-754-0891	AM/PM
angelcordero@att.net	Pager	
	Cell 786-239-8255	
Vince Maya	Work 305-375-4507	
vmaya@miamidade.gov	Home	AM/PM
vincemaya@rocketmail.com	Pager	
	Cell 786-406-5187	
Wilson Fernandez	Work 305-375-1886	
wilson@miamidade.gov	Home 305-665-0176	AM/PM
wfdz@cs.com	Pager	
	Cell 786-514-1118	
David Henderson	Work 305-375-1735	
davidh@miamidade.gov	Home 305-666-4718	AM/PM
david33146@aol.com	Pager	
	Cell 305-873-3560	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	
	Work	
	Home	AM/PM
	Pager	
	Cell	