

FIU | FLORIDA
INTERNATIONAL
UNIVERSITY
Emergency Management



STRATEGIC PLAN 2016 – 2021

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MESSAGE FROM THE DIRECTOR



I am pleased to present the first five-year strategic plan for the Department of Emergency Management. As the paradigm in higher education shifts in content, delivery and funding, Florida International University recognizes the opportunity this shift presents to rethink how best to continue our mission of preparing the next generation of students with the skills necessary to meet the challenges of the 21st century. The Department of Emergency Management is excited to be a part of this process as we continually assess and adjust to strengthen our foundation as a leader in progressive emergency management and disaster resiliency.

This five-year strategic plan will identify the intended direction for enhancing the university’s capabilities to plan for, respond to, mitigate against, and recover from any natural or human generated emergency or disaster as we move forward into the 21st century. This direction is part of a coordinated effort requiring the commitment and cooperation of all of our students, faculty, staff, and visitors as well as our local, state and federal, private and non-profit partners.

The Department of Emergency Management’s core mission is to ensure that members of the university community and its infrastructure are ready when the next disaster strikes and resilient enough to recover as quickly as possible so that the university, as an anchor institution in this community, can regain operational status and return to a sense of normalcy. This can only be accomplished through continued outreach and education in personal preparedness at home and at work, training and exercising of key staff, developing and maintaining internal and external partnerships, and incorporation of the latest technologies into all phases of emergency management.

A disaster resilient university is everyone’s responsibility and I look forward to leading the way in cultivating a culture of preparedness as we move forward to turn ideas into action.

Sincerely,

A handwritten signature in black ink, appearing to read 'AB', written in a cursive style.

Amy B. Aiken

WHO WE ARE

Florida International University (FIU) has quickly advanced as one of the nation's leading public research universities. Known as a university with one of the largest international student bodies and faculty, FIU is the second-largest university in Florida and the seventh-largest in the United States. In 2015, FIU enrolled over 55,000 students. FIU's student, faculty and staff population is greater than the populations of 29 of the 67 counties in the state of Florida and 369 of the 411 municipalities in the state. FIU is home to the Herbert Wertheim College of Medicine, the FIU College of Law, two (2) major campuses, three (3) museums and multiple satellite locations in four (4) counties. A hospitality management program in Tianjin, China in cooperation with Tianjin University of Commerce is one of many degree programs offered abroad. The majority of FIU's operations are located in Miami, one of three (3) cities in the US most vulnerable to hurricanes due to its location.

FIU is 1st in the nation in awarding bachelor's and master's degrees to Hispanic students.

FIU has 2 major campuses and 9 satellite locations across 4 counties: Miami-Dade, Broward, Palm Beach and Monroe.

As a Carnegie engaged university, FIU emphasizes research as a major component of its mission and has major research projects located locally and abroad. FIU has students and faculty around the world in its study abroad, international student exchange and student led Alternate Breaks programs.

The university has a significant responsibility to its community to ensure that it is prepared to face adverse situations and be resilient against emergencies and disasters that may interrupt normal operations at any of its locations. The Department of Emergency Management (DEM) is responsible for developing and maintaining a comprehensive, all hazards emergency management program to protect students, faculty and staff, visitors and university infrastructure. The program has a robust training and exercise schedule and strives to have adequate plans and procedures in place to plan for, mitigate against, respond to, and recover from a large scale emergency or disaster. Our priorities are to protect life, ensure safe working conditions, and resume normal operations as quickly as possible following any major disaster or large scale emergency.

FIU *Beyond Possible* 2020



OUR MISSION...

Guide the university's all hazard preparedness, response, recovery and mitigation needs by coordinating information and resources to protect our students, faculty, staff and visitors, and restoring operations as soon as possible.

OUR VISION...

To develop a robust emergency management program and disaster resilient university that serves as a model for other institutions of higher education within the United States and abroad.

PURPOSE OF STRATEGIC PLAN...

To identify the goals and strategies DEM seeks to accomplish over the next five (5) years that will further strengthen the university's resiliency against natural and human generated disasters.

STRATEGIC PRIORITIES

- **PREPAREDNESS** – Provide the students, faculty and staff of FIU with the knowledge and training they need to be better prepared at home, school and work for any event or natural or human generated disaster by expanding our training and exercise program to more departments and levels of staff and increasing campus outreach programs.
- **RESPONSE** – Improve response capabilities to all planned and unplanned events by enhancing collaboration and coordination across university departments and with our external partners.
- **MITIGATION** – Work with the university infrastructure committee and other university departments to incorporate mitigation strategies into university infrastructure.
- **RECOVERY** – Develop a university-wide recovery plan and ensure adequate emergency response and recovery vendors have negotiated contracts with the university. Work with university departments to develop effective continuity of operations plans.



EMERGENCY MANAGEMENT CYCLE

GOAL 1: ENHANCE UNIVERSITY PREPAREDNESS

DEM WILL OBTAIN ACCREDITATION THROUGH THE EMERGENCY MANAGEMENT ACCREDITATION PROGRAM

Beginning in 2016, DEM will begin the year long process of seeking accreditation through the Emergency Management Accreditation Program (EMAP). EMAP is an independent non-profit organization that fosters excellence in emergency management programs by establishing rigorous industry standards for programs to implement and follow.

All aspects of DEM's program will be reviewed by emergency management practitioners from around the nation who have been trained to objectively assess emergency management programs at the state, county, municipal, and recently, university levels. Assessing DEM's emergency management program will strengthen preparedness measures and response capabilities leading to a more resilient university.

Performance Goal: Obtain EMAP accreditation by April 2017.

INCREASE DEM STAFFING LEVELS

As the university expands in population, physical locations, research, and complexity, so does the need for additional professional emergency management staff. Over the next five (5) years, as budgets and priorities allow, it is the goal of DEM to add the following positions:

PLANNER

This person will be responsible for working with all university units to develop their own robust continuity of operations plan, training staff on the plan, working with units to address resource needs, and testing the plan. This position will also have primary responsibility for developing hazard specific annexes for the Comprehensive Emergency Management Plan (CEMP), maintaining the CEMP, and creating standard operating procedures for emergency management functions.



Training and Exercise Coordinator

Administrative staff participate on a regular basis in all hazard exercises drawn from the 15 Department of Homeland Security National Planning Scenarios ensuring that timely decision

making and appropriate actions are taken. This needs to filter down to all university units to instill a culture of preparedness and enable better response and a quicker recovery. This position will work with special event committees, our satellite locations, local, state and federal agencies, private and non-profit organizations to conduct necessary training, exercises, after action reports, and strengthen internal and external partnerships and collaborations culminating in a full-scale exercise for the university.

Assistant Director

DEM is responsible for planning for, responding to, mitigating against, and recovering from any disaster, at any time, at all of FIU's locations. Having a presence at other locations and adequate leadership in the Director's absence is vital for a robust emergency management program. This position will enable DEM to have a physical presence at our Biscayne Bay Campus, provide leadership coverage and enable succession planning within the department to ensure continuity of operations.

Performance Goal: Hire a Planner in 2016 and subsequent positions every other year through 2021.

INCREASE EDUCATION AND OUTREACH

DEM's intent is to be a resource and partner in resiliency to all university units. An increase in staffing and specific abilities increases the reach of DEM university-wide by providing education, outreach and one on one guidance to individual units from DEM staff. Working closely with specific units also facilitates identifying areas of improvement in a constructive atmosphere which further strengthens the university.

INTERNSHIPS

As an institution of higher education with a strong emergency management program and existing local, state, and federal partnerships, a solid undergraduate and graduate internship program in emergency management is warranted, not only to prepare tomorrow's leaders, but

Performance Goal: Establish an internship program in 2016.

to tap into the potential that exists within our students. It is the goal of DEM to create meaningful internships in areas such as social media and geographic information systems mapping technology and their applications in the field of emergency management. An internship program also

provides an opportunity for DEM to partner with FIU's Academy for International Disaster Preparedness' (AIDP) Professional Master's program to provide graduate level internships.

GOAL 2: IMPROVE RESPONSE CAPABILITIES

CONTINUE TO ENHANCE FIU ALERT AND OTHER TECHNOLOGIES WITHIN THE EMERGENCY OPERATIONS CENTER (EOC)

Staying current with advancing and changing technologies is important to the university's ability to respond quickly and effectively to a disaster. It is DEM's intent to continue to add redundancy to any technology utilized in the EOC and look for additional ways to enhance and expand FIU Alert, our emergency notification system. However, even the



most state of the art technology can fail, particularly during a major disaster. It is DEM's goal to identify space, find funds for equipment, and enter into a memorandum of understanding (MOU) with the local chapter of Amateur Radio Emergency Services (ARES) to become a part of the EOC staff during activations and exercises.

Performance Goal: Have a fully executed MOU with ARES to become part of FIU's EOC by 2018.

CONTINUE TO ENHANCE ALTERNATE EOC

An alternate EOC location has been established at our Biscayne Bay Campus (BBC). A table top exercise was conducted at the BBC alternate location to test the capabilities of the room and



train staff on the alternate location site. Since this was the initial exercise, steps were taken to ensure that equipment would work in the room, it was set up properly, and staff knew where to report. Another exercise needs to be conducted that will test the time it takes to set up the room and for staff to arrive

when there is a disaster or situation that comes without warning. Additionally, some equipment purchases and a step by step room set up and relocation plan need to be completed in order to have a fully functional alternate EOC. Additionally, at least one (1) exercise should be held annually at the BBC location to continue training staff on its existence, location and functions.

Performance Goal: Have a fully functional alternate EOC (equipment, plans, testing) by 2019.

GOAL 3: DEVELOP MITIGATION STRATEGIES

CONDUCT A COMPREHENSIVE THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT

As the university increases in size and scope of its operations, continually assessing the threats and hazards that may impact operations and effect our most important resource, our people, becomes more complex. DEM has conducted a threat and hazard assessment and has taken steps to develop plans to address those hazards and threats. However, an updated more comprehensive threat and hazard identification and risk assessment that includes multiple scenarios of potential threats and hazards in different contexts needs to be conducted to get a better sense of the university's strengths and vulnerabilities and strategies to address them.

Performance Goal: Conduct a professional threat and hazard identification and risk assessment by 2019.

WORK WITH UNIVERSITY INFRASTRUCTURE COMMITTEE TO IMPLEMENT MITIGATION STRATEGIES

FIU is a member of Miami-Dade County's Local Mitigation Strategy and has submitted projects for inclusion on the County's list of mitigation projects. DEM recently became a member of the university's infrastructure committee. DEM's goal is to collaborate with FIU Facilities Management and other stakeholders to identify, prioritize, and implement mitigation strategies that will protect the university's growing infrastructure.



GOAL 4: ENHANCE RECOVERY EFFORTS

DEVELOP DEBRIS MANAGEMENT PLAN



Following a major disaster, large swaths of upended trees, vegetation and other debris will be scattered throughout university grounds, impeding access to roads and buildings. Clearing debris must be initiated quickly in order to begin damage assessments and restoration of services. The Federal Emergency Management Agency (FEMA) encourages local and state governments and other entities to take a proactive approach to managing debris removal operations. Debris must be separated,

removed, recycled and disposed of in strict accordance with FEMA guidelines if the university expects to receive reimbursement for debris removal activities. A FEMA approved debris management plan can increase the ability to remove debris within FEMA established timelines resulting in an increased federal cost share. It is DEM's goal to work with FIU Facilities Management to ensure that there is a debris removal plan in place prior to the beginning of hurricane season.

Performance Goal: Completed debris removal plan in place and staff trained on the plan by May 2016.

DEVELOP A UNIVERSITY-WIDE RECOVERY PLAN



FIU, like the rest of South Florida, has not experienced a major hurricane or other disaster in over a decade. As fortunate as this may seem, an unintended consequence is complacency and a lack of adequate planning for recovery. Recovery is the most lengthy and complex area of emergency management and often not thought about enough until after a disaster strikes. Following a disaster, FIU will immediately mobilize all of its resources to

restore operations and return to normal. Having a comprehensive recovery plan in place indicates that not only will we come back quicker, we will come back better.

Performance Goal: Disaster Recovery Plan in place by 2020.

FINAL THOUGHTS

As the world shifts and changes, so does the need for a robust emergency management program with continually expanding capabilities. The vision of DEM is to become a model for emergency management at home and abroad and an exemplary illustration of a disaster resilient university. By following the goals and strategies outlined in this strategic plan, it is DEM's intent to continue to build a dynamic emergency management program and have a better prepared university community that will improve the disaster resiliency of the entire university community by 2021.

Competing priorities, budget constraints, apathy, and limited resources, particularly when dealing with a disaster that may or may not occur, is always a challenge for any institution. However, it is the intent of DEM to strive to meet those challenges head on as part of the collaborative effort to implement [FIUBeyondPossible2020](#), FIU's roadmap to turn ideas into action and action into impact.



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