I. LETTER OF PROMULGATION

Pursuant to the Florida Board of Governors’ Regulation 3.001(b), I am pleased to announce the release of Florida International University’s (FIU) updated Comprehensive Emergency Management Plan (CEMP). Florida International University is committed to protecting the welfare of its students, faculty, staff and visitors and assisting our surrounding communities in times of crisis. This plan outlines FIU’s roles and responsibilities to prepare for, mitigate against, respond to and recover from any large scale event that may affect the University community, environment, infrastructure and/or daily operations.

The CEMP is established in accordance with federal, state and local statutes, regulations and authorities for emergency management. The National Incident Management System and Incident Command System have been adopted by FIU and are incorporated into this plan. University staff assigned to the Emergency Operations Center have been trained in the Incident Command System and utilize its principles during regular exercises and in any emergency event.

With the knowledge that the most timely and appropriate responses can best occur when a well-documented plan has been implemented and integrated throughout the University, it is my expectation that the University will be prepared to respond to and recover from any disaster, whether natural, technological or human-generated. It is also my expectation that the University community will develop and maintain individual unit Continuity of Operations Plans using FIU Ready so that critical functions can continue with minimal disruption to the unit.

Each University unit with assigned emergency responsibilities has received and reviewed a copy of this plan. I am confident that each unit and assigned personnel will be ready to respond effectively when needed. We all have a critical role and shared responsibility when it comes to emergencies. Being prepared for any emergency is a responsibility we take seriously at FIU. Therefore, I encourage University students, faculty and staff to be prepared and take appropriate actions to protect themselves, their families, pets and properties when calamity occurs. For an electronic copy of this plan and information about how you can be better prepared for disasters, please visit FIU’s Department of Emergency Management’s website at dem.fiu.edu.

Sincerely,

Mark B. Rosenberg
President
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III. RECORD OF CHANGES

<table>
<thead>
<tr>
<th>Date of Change</th>
<th>Revision Number</th>
<th>Page or Section Changed</th>
<th>Summary of Change</th>
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<tr>
<td>*August 1, 2015</td>
<td>1.0</td>
<td>Base plan</td>
<td>Base plan was reviewed and revised. Title was changed from Emergency Management and Continuity of Operations Plan (EMCOP) to Comprehensive Emergency Management Plan.</td>
</tr>
<tr>
<td>August 1, 2015</td>
<td>1.0</td>
<td>Emergency Communications</td>
<td>Emergency Communications Plan was developed as Appendix A.</td>
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<tr>
<td>August 17, 2015</td>
<td>1.0</td>
<td>EMCOP Hurricane Response Plan</td>
<td>Plan was reviewed and revised. Title was changed to Appendix B: Hurricane Plan.</td>
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</tbody>
</table>

*This plan supersedes all previous versions of the EMCOP.*
IV. INTRODUCTION

Florida International University’s CEMP ensures that all levels of the university are coordinated and ready to safeguard the well-being of its students, faculty, staff and visitors. This base CEMP describes the strategies, assumptions, operational objectives and mechanisms through which the University will mobilize resources and conduct activities to guide and support emergency management efforts and is available to the public. The accompanying appendices to the basic CEMP are hazard specific, must maintain confidentiality and may only be used for official University business purposes. Questions about permissible uses and sharing of records should be directed to the Department of Emergency Management (DEM).

The CEMP is always in effect and articulates the roles and responsibilities among University, local, state and federal officials. This plan is compliant with the National Incident Management System (NIMS) and incorporates the principles set forth in the Incident Command System (ICS). Under the direction of the University President, the University’s senior leadership will continue to participate in regularly scheduled exercises that test this plan and further the preparedness of the University.

A. PURPOSE

Florida International University’s CEMP establishes the policies, procedures and organizational structure for response to large scale emergencies that cause a significant disruption to services or programs of the University. This plan describes the roles and responsibilities of all University units and personnel during emergency situations.

B. SCOPE

This CEMP is a comprehensive, all hazards emergency management plan and outlines the four phases of emergency management: preparedness, response, recovery and mitigation. The CEMP incorporates NIMS to facilitate coordination among responding agencies and is consistent with Miami-Dade County’s CEMP, the state of Florida’s CEMP and the US Department of Homeland Security’s National Response Framework.

Emergencies may be sudden and without warning. This plan is designed to be flexible, adaptable and scalable for any type of hazard. Through appendixes, this plan addresses several specific types of emergencies providing guidelines for the response, stabilization and recovery from a specific event.

The University recognizes that it must be prepared for different emergency scenarios requiring activation of the CEMP:

- Incidents occurring on University property. These are incidents where University personnel assume their emergency management roles as dictated by this plan.
- Incidents outside the University, but affecting campus operations. These are incidents in the surrounding community that may impact campus activities.
- Incidents outside the University not affecting its operations. These are incidents in the surrounding community with no impact on the ability of the University to continue its operations, but the University may be asked to render assistance to one or more local or state agencies.
University personnel and equipment will be utilized in accordance with the guidelines set forth in this CEMP to accomplish the following priorities:

- Protect human life.
- Protect and/or mitigate against damage to University infrastructure and buildings, research and research animals.
- Maintain communications with the FIU community and emergency personnel.
- Collect and analyze information to support decision-making and the development of incident action plans.
- Assess damages.
- Restore essential services.
- Stabilize and restore normal operations as quickly as possible.

C. PLANNING ASSUMPTIONS

- An emergency can occur at any time of the day or night, weekend or holiday with varying degrees of warning and may escalate rapidly.
- Emergencies and disasters differ in character by magnitude, severity, duration, onset, area affected, frequency and probability.
- When FIU resources and capabilities are exhausted, additional resources will be requested through the county or state or mutual aid with other local governments or universities.
- Disasters may extend beyond University boundaries and areas of the community may experience casualties, property loss, disruption of normal life support systems and loss of regional, economic, physical and social infrastructures.
- Major emergencies may become county or statewide events and assistance from local, state, and federal emergency response agencies may not be immediately available.
- Emergency response and essential personnel may be affected by the disaster and experience injury to themselves, family members and/or damage to their homes and personal property.
- Students, faculty and staff may not be able to leave or return to campus.
- Effective disaster preparedness requires ongoing training and exercising University wide as well as individual preparation by students, faculty and staff.
V. AUTHORITIES AND REFERENCES

The following laws, regulations and standards were used to provide guidance, requirements and authority to develop this plan:

A. Florida Statutes:
   Chapter 23, Florida Mutual Aid Act
   Chapter 252, State Emergency Management Act
   Chapter 381, Public Health
   Chapter 768, Good Samaritan Act

B. Florida Administrative Code:
   27P-6, Review of Local Emergency Management Plans
   9G-14, Hazardous Materials
   Florida State Executive Order No. 80-29, Disaster Preparedness, April 14, 1980
   Executive Order 07-77, Gubernatorial Task Force for University Campus Safety
   Florida Board of Governors’ Regulation 3.001

C. Federal:
   Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act
   20 U.S.C. § 1092(f) Jeanne Clery Disclosure of Campus Security Policy and
   Campus Crime Statistics Act
   National Response Framework
   Emergency Management Accreditation Program, Emergency Management Standards
   Federal Emergency Management Agency (FEMA) CPG-101, Developing and Maintaining
   Emergency Operations Plans
   FEMA CPG-201, Threat and Hazard Identification and Risk Assessment
   US Department of Education Action Guide to Emergency Management at Institutions of Higher Education
   Americans with Disabilities Act (ADA) of 1990, as Amended
   Post-Katrina Emergency Management Reform Act of 2006
   Sandy Recovery Improvement Act of 2013

D. Local Codes:
   Chapter 88 of the Miami-Dade County Code of Ordinances

E. Other:
   National Fire Protection Association (NFPA) 1600, Standard on Disaster/Emergency
   Management and Business Continuity
VI. UNIVERSITY OVERVIEW

Florida International University is a multi-campus, urban public research university located in Southeastern Florida offering more than 180 baccalaureate, masters, professional and research doctorate programs as well as basic and applied research. Interdisciplinary centers and institutes conduct collaborative research to seek innovative solutions to economic, technological and social problems.

The University has two main campuses, the 342 acre Modesto A. Maidique Campus (MMC) in western Miami-Dade County and the nearly 200 acre Biscayne Bay Campus (BBC) in northeast Miami-Dade County, as well as satellite locations in Miami Beach, the city of Miami, the city of Miramar in Broward County and the Medina Aquarius Program in Islamorada in the Florida Keys, Monroe County.

Founded in 1965, FIU opened its doors in 1972 with 5,667 students, the largest opening enrollment in US collegiate history. Today, FIU is listed as the 5th largest public university by enrollment and is the largest in Southeastern Florida with over 54,000 students. FIU is designated as a top-tier research institution and is accredited by the Southern Association of Colleges and Schools Commission on Colleges. FIU ranks 1st in the nation in awarding bachelor’s and master’s degrees to Hispanic students and awards over 11,000 degrees annually. Eighty-nine percent of FIU’s students are economically disadvantaged and or dependent upon financial aid. Fifty-three percent of FIU’s students are first generation students meaning they are the first in their family to attend a university. There are over 200,000 FIU alumni worldwide.

FIU is governed by a 13 member Board of Trustees (BOT) appointed by the Governor of Florida and the Board of Governors (BOG) of the State University System (SUS). FIU’s President reports directly to the BOT.

With over 54,000 students, 1,200 faculty and 4,800 staff, FIU’s total population exceeds the population of 29 of the 67 counties in the state of Florida and 369 of the 411 municipalities in the state.

FIU’S STUDENT POPULATION

In addition to its two (2) major campuses, FIU is home to the Herbert Wertheim College of Medicine, the FIU College of Law, three (3) museums and multiple satellite locations in three (3) counties. A hospitality
management program in Tianjin, China in cooperation with Tianjin University of Commerce is one of many degree programs offered abroad.

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.

### FIU LOCATIONS

<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Modesto A. Maidique Campus</strong></td>
<td>Located in Western Miami-Dade County, this 342 acre campus houses 118 buildings which include residence halls, the eight (8) story Steven and Dorothea Green Library, FIU stadium and arena, the 46,000 sq. ft. Patricia and Phillip Frost Art Museum, a 16 acre educational environmental preserve and the National Oceanic Atmospheric Administration National Weather Service National Hurricane Center and Weather Forecast Office Miami.</td>
</tr>
<tr>
<td><strong>Biscayne Bay Campus</strong></td>
<td>Located in the city of North Miami Beach, this 200 acre campus includes the Marine Science building and its extensive marine research, an olympic swimming and diving pool, The Glenn Hubert Library, Kovens Conference Center, the Chaplin School of Hospitality &amp; Tourism Management, School of Journalism and Mass Communication, a Miami-Dade County Public High School and Royal Caribbean Cruises Ltd. rehearsal facility.</td>
</tr>
<tr>
<td><strong>Engineering Center</strong></td>
<td>Located one (1) mile north of MMC, this 40 acre engineering research facility includes the International Hurricane Research Center and the Wall of Wind 12 turbine fan hurricane wind simulator.</td>
</tr>
<tr>
<td><strong>FIU at I-75 in Miramar</strong></td>
<td>Co-located with Broward College in the city of Miramar in Broward County, FIU at I-75 offers accelerated graduate business programs for the working professional from the top-ranked Chapman School of Business, College of Arts and Sciences and the College of Engineering and Computing.</td>
</tr>
<tr>
<td><strong>FIU Downtown on Brickell Center</strong></td>
<td>Located in an urban area in downtown Miami in the neighborhood known as Brickell, this center encompasses 32,000 sq. ft. of classrooms, faculty and administrative offices and dining facilities to accommodate working professionals pursuing graduate-level courses.</td>
</tr>
<tr>
<td>Location/Program</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Miami Beach Urban Studios</td>
<td>Located on Lincoln Road in one of the most vibrant, artistic urban centers in the city of Miami Beach, Miami Beach Urban Studio provides a student centered gallery, studio and various performance spaces.</td>
</tr>
<tr>
<td>The Wolfsonian - FIU</td>
<td>Located in the city of Miami Beach, this four (4) story facility is a museum, library and research facility serving as a resource for students to observe, study and research an impressive collection of art and historical pieces.</td>
</tr>
<tr>
<td>The Jewish Museum of Florida - FIU</td>
<td>Located in the city of Miami Beach in two (2) restored former synagogues, the museum is on the National Register of Historic Places and houses photos and artifacts that depict the Jewish experience in Florida and serves as a resource for students and faculty.</td>
</tr>
<tr>
<td>Medina Aquarius Program</td>
<td>Sixty feet underwater in the Florida Keys, Aquarius Reef Base is the world’s only undersea research laboratory that provides means to study the ocean, develop state-of-the-art undersea technology and train specialized divers and astronauts.</td>
</tr>
<tr>
<td>International Center for Tropical Botany at The Kampong</td>
<td>Located in the city of Miami in the Coconut Grove neighborhood at The Kampong, the historical home of economic botanist David Fairchild and the National Tropical Botanical Garden’s only garden outside of Hawaii, this center leads the effort to preserve and study tropical plants for future generations. Research will focus on the economic uses of tropical plants.</td>
</tr>
<tr>
<td>Off Shore Programs</td>
<td>In addition to FIU’s bachelor degree program in hospitality management in China, graduate degree programs are offered in the Dominican Republic, Jamaica and Panama.</td>
</tr>
<tr>
<td>Foreign Research Projects</td>
<td>As a Carnegie engaged institution, research is conducted both here and abroad. Major projects abroad include the Integrated Water, Sanitation and Hygiene (iWASH) project in Tanzania, West Africa; Water Supply in Burkina Faso and Ghana; Integrated Water Security in Rwanda and projects in Brazil and Mexico.</td>
</tr>
</tbody>
</table>
MAP OF FIU LOCATIONS

FIU at I-75 in Miramar
Biscayne Bay Campus
Engineering Center
FIU Downtown on Brickell Campus
Miami Beach Urban Studios
The Wolfsonian Museum - FIU
The Jewish Museum - FIU
The Kampong
Modesto A. Maidique Campus
Medina Aquarius Program
VII. GEOGRAPHY AND CLIMATE

Miami and its suburbs are located on a broad plain between the Florida Everglades and Biscayne Bay. Much of FIU is located in this area with the exception of the Broward and Monroe county locations. Most neighborhoods, particularly those near the coast average three (3) feet above sea level with elevations never exceeding 15 feet. The main portion of the city lies on the shores of Biscayne Bay. The surface bedrock under Miami is limestone covered by a thin layer of soil and is no more than 15 feet thick. The Biscayne Aquifer is a natural underground river extending from southern Palm Beach County to Florida Bay. Most of the South Florida metropolitan area obtains its drinking water from this aquifer and digging beyond 15 to 20 feet is impossible without hitting water, impeding underground construction.

Miami has a tropical climate with seasons roughly determined by precipitation amounts. Its sea level elevation, coastal location, position just above the Tropic of Cancer and proximity to the Gulf Stream help determine its climate. During the May to October wet season temperatures range from the mid 80’s to 90’s accompanied by high humidity.

Miami ranks as one of the highest US cities for rainfall with amounts averaging 58.6 inches annually with severe flooding from summer thunderstorms a common occurrence. Miami’s wet season coincides with hurricane season which is officially June 1st – November 30th. Miami has been identified as one of three (3) cities in the US most vulnerable to hurricanes due to its location and being surrounded by ocean and low-lying coastal plains.

HISTORICAL HURRICANE TRACKS

http://coast.noaa.gov/hurricanes
VIII. THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)

As part of FIU’s participation in the Disaster Resistant University program funded by FEMA to increase universities’ resilience to disasters, a qualitative hazard identification and risk analysis was completed, resulting in the following hazard risk classification for FIU: High Risk, Moderate Risk, Low Risk and Negligible Risk.

The classification relies heavily on historical and anecdotal data, stakeholder input and professional and experienced judgment regarding expected hazard impacts. It also carefully considers the findings in other relevant plans, studies and technical reports.

It should be noted that although some hazards are classified as posing low risk, their occurrence of varying or unprecedented magnitudes is still possible in some cases and will continue to be reevaluated during future updates of this CEMP.

HAZARD RISK FOR FIU CAMPUSES

<table>
<thead>
<tr>
<th>RISK LEVEL</th>
<th>TYPE OF HAZARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGH RISK</td>
<td>Hurricane/Tropical Storm&lt;br&gt;Tornado&lt;br&gt;Severe Thunderstorm&lt;br&gt;Flooding</td>
</tr>
<tr>
<td>MODERATE RISK</td>
<td>Storm Surge&lt;br&gt;Fire&lt;br&gt;Pandemic&lt;br&gt;Hazardous Materials Incident&lt;br&gt;Laboratory Incident - Chemical, Biological, Radiological, Nuclear &amp; Explosive&lt;br&gt;Extreme Heat&lt;br&gt;Terrorism/Hostile Act/Bombing/Active Shooter&lt;br&gt;Cyber Attack&lt;br&gt;Civil Disturbance</td>
</tr>
<tr>
<td>LOW RISK</td>
<td>Nuclear Power Plant Accident&lt;br&gt;Major Transportation Accident&lt;br&gt;Wildfire&lt;br&gt;Coastal Erosion&lt;br&gt;Mass Immigration</td>
</tr>
<tr>
<td>NEGLIGIBLE RISK</td>
<td>Freeze&lt;br&gt;Sinkhole</td>
</tr>
</tbody>
</table>
IX. CAPABILITY ASSESSMENT

FIU’s Department of Emergency Management continually assesses response capabilities based on the hazard and risk analysis process. As new hazards are identified or the current risk status changes, DEM will review existing response capabilities and make appropriate recommendations for additions or changes to preparedness and response capabilities and resources.

Following any Emergency Operations Center (EOC) activation or exercise, an after action review is conducted to discuss potential risks, recognize any new hazards and identify any gaps or areas of improvement in FIU’s preparedness, response and recovery actions.

Additionally, FIU’s robust training and exercise program based upon the Department of Homeland Security’s 15 National Planning Scenarios, as well as other vulnerabilities FIU may be exposed to such as severe weather, civil disturbances, active shooter, etc., provides opportunities to address any gaps in preparedness, response capabilities or resource requirements.
X. CONCEPT OF OPERATIONS

A. INCIDENTS VS. MAJOR EMERGENCIES

The FIU Police Department (FIUPD), Facilities Management, University Technology Services and Environmental Health and Safety departments respond on a daily basis to incidents and emergencies affecting the University community. These incidents are limited in scope and not considered a major, campus wide emergency. Mutual aid agreements, formal and/or informal agreements may be enacted, but may not require a declaration of a state of emergency or activation of the University’s EOC even if the incident requires a response from multiple University departments. For the purposes of this CEMP, a major emergency is defined as a sudden, devastating event caused by nature, technology or human-generated that seriously disrupts the University’s ability to function and can cause human, material, economic or environmental losses and exceeds the University’s resources.

B. PLAN ACTIVATION AND DECLARATION OF EMERGENCY

When an imminent or actual event threatens the University, the President of FIU will declare a state of emergency and the University’s EOC will be activated in response to the emergency. The FIU Board of Trustees Resolution on Presidential Authorities dated November 14, 2008, authorizes the President, in the event of an emergency, to close all or portions of the University campuses, cease normal operations and services and designate employees who provide essential services to work during the closing. This will ensure the safety of faculty, students and staff as well as the protection of facilities and infrastructure.

If the President is unavailable, the individuals listed in succession below have the authority to close the University and declare an emergency:

1. PROVOST AND EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER
2. SENIOR VICE PRESIDENT FOR ADMINISTRATION AND FINANCE AND CHIEF FINANCIAL OFFICER
3. VICE PRESIDENT FOR ACADEMIC AFFAIRS
4. CHIEF OF STAFF OFFICE OF THE PRESIDENT
5. SENIOR VICE PRESIDENT FOR EXTERNAL RELATIONS

C. RESOURCE MANAGEMENT AND COORDINATION

Pre-planned resource management and coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster. FIU’s own resources and assets will be the first to respond to the event. If FIU’s resources become overwhelmed, FIU will seek assistance from Miami-Dade County and/or other municipalities or regional partners utilizing pre-established relationships, mutual aid agreements and pre-negotiated emergency contracts. As a member of the SUS, FIU can request resources directly from the State Emergency Response Team and/or BOG liaison. A pre-determined chain of command in such a situation is required to avoid duplication of requests, insufficient resources or organizational difficulties.

All resource requests must be coordinated through the FIU EOC Logistics Section and, if approved by the Incident Commander, procured with the assistance of the Finance and Administration Section. Pre-established emergency contracts will be accessed through the Finance and Administration Section.
Resource needs will be estimated with the assistance of the Planning Section, who will be gathering, analyzing and reporting information about the event and projecting resource needs for the next operational period. Periodic planning meetings led by the Planning Section Chief will help determine anticipated resources and objectives for the next operational period which will be documented in an Incident Action Plan (IAP). The incident action planning process is illustrated below.

The IAP establishes incident objectives and provides essential information regarding resource allocation, work assignments, safety issues and weather. The end result of this process is a well thought-out document that facilitates successful operations and provides a mechanism to evaluate execution of incident objectives and make adjustments as required throughout the event. Additionally, the IAP provides formal documentation of the incident.

**D. LEVELS AND ACTIVATION OF THE EOC**

The University’s EOC has three (3) levels of activation depending upon the nature and scope of an event:

- Level 3 is day to day monitoring under normal conditions. Incidents that occur can be managed by University Departments, (i.e. FIUPD, Facilities Department, etc.) and damage or disruption to University operations is limited in scope. The EOC is not activated.
- Level 2 is a partial activation of the EOC meaning that only specific University EOC staff may need to be present to respond to the incident. Staffing may not be required 24/7.
Level 1 is a full activation requiring the entire EOC staff to be present 24/7 for an incident that may be threatening the University (i.e. hurricane) or an incident that has occurred that disrupts University operations and may exceed University resources.

The decision to activate the EOC will be made in coordination with the President, the Provost, the Chief Financial Officer, the Assistant Vice-President of Disaster Management & Emergency Operations, the Department of Emergency Management Director or their designees.

XI. COMMAND AND CONTROL

FIU has adopted ICS as its command structure in the EOC. ICS is a standardized, all hazards incident management tool that allows for a coordinated response among various University units, jurisdictions and agencies. It can be expanded or contracted depending upon the size of the incident, maintains a limited span of control and follows a clear chain of command. Anyone assigned a role in the EOC is required to take the necessary ICS courses and have a working knowledge of the principles of NIMS and ICS. For the purposes of this CEMP, the ICS positions have been modified to function within the constraints of a university setting.

During specific emergencies such as a hazardous material spill or health emergency, outside agencies may function as the lead agency for the event and assume command with FIU representatives as part of a unified command structure. As part of FIU’s training and exercise program, the Emergency Operations Staff train and exercise with our local, state and federal partners such as Miami-Dade County Office of Emergency Management, Miami-Dade Fire Rescue and Miami-Dade Police Departments, Sweetwater and North Miami Police Departments, the Florida Department of Health in Miami-Dade and the Federal Bureau of Investigation in the event a Unified Command becomes necessary.

The Policy Group is the executive level oversight body who has the authority to make strategic policy decisions during an emergency and apprises the Board of Trustees of any actions taken.

A. COMMAND STAFF

The Incident Commander (IC) reports to the Policy Group and is responsible for managing the incident by establishing incident objectives, strategies and implementing tactics. The IC is determined by the type of incident, assigned by the President and may be part of a Unified Command. The IC’s command staff consists of the Safety Officer, Public Information Officer and Liaison Officer.

The Safety Officer is responsible for monitoring conditions, specifically research laboratories, to ensure the safety of all personnel and works closely with the Department of Environmental Health & Safety.

The Public Information Officer is tasked with providing accurate dissemination of information to internal and external stakeholders, the public and media.

The Liaison Officer is responsible for working with other agencies, particularly local and state governments and elected officials, who may be assisting in the response. These roles have been adapted from an on scene response to function within an academic setting.
B. GENERAL STAFF

The **Planning Section Chief** is responsible for developing the IAP for each operational period of the incident during an activation of the EOC. Planning Section staff gathers, analyzes and reports information about the event.

The **Logistics Section Chief** is responsible for coordinating all logistics for the deployment or use of University assets and coordinating the acquisition of resources from local, state and federal partners or outside vendors.

The **Operations Section Chief** is responsible for carrying out the tactics of the overall incident strategy based upon the objectives established in the IAP.

The **Finance and Administration Section Chief** procures resources when needed and documents costs for financial reimbursement. This section is also responsible for executing pre-established emergency contracts with outside vendors and contractors and handling any personnel issues related to the emergency.
XII. ORGANIZATION AND RESPONSIBILITIES

FIU’s Department of Emergency Management is responsible for developing and maintaining a comprehensive, all hazards emergency management program and plan that encompasses the needs of all students, faculty, staff and visitors. The National Incident Management System ICS is incorporated into this plan and will be implemented in the event of an emergency. During any campus wide emergency, DEM will implement this plan and manage the EOC.

While FIU does not formally utilize the Emergency Support Function (ESF) system to manage operations within the EOC, the University has aligned applicable University departments to their corresponding ESF to maintain consistency with Miami-Dade County, the Florida Division of Emergency Management State Emergency Response Team and the National Response Framework. Some ESFs (i.e. firefighting, search and rescue, etc.) do not lend themselves to an academic setting and are aligned with our respective community partners. It should be noted that the federal ESFs differ slightly from state and local ESFs. For
the purposes of this CEMP, FIU has followed the state ESF system. The table below illustrates University departments and local agencies and their corresponding ESF.

**UNIVERSITY DEPARTMENTS OR LOCAL AGENCY AND CORRESPONDING EMERGENCY SUPPORT FUNCTION (ESF)**

<table>
<thead>
<tr>
<th>Emergency Support Function (ESF) &amp; ESF #</th>
<th>Corresponding FIU Department or Local Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 1 – Transportation</td>
<td>Parking &amp; Transportation</td>
</tr>
<tr>
<td>ESF 2 – Communications</td>
<td>Division of Information Technology</td>
</tr>
<tr>
<td>ESF 3 – Public Works</td>
<td>Facilities Management</td>
</tr>
<tr>
<td><strong>ESF 4 – Firefighting</strong></td>
<td>Miami-Dade Fire Rescue (MDFR)*</td>
</tr>
<tr>
<td>ESF 5 – Planning</td>
<td>Department of Emergency Management</td>
</tr>
<tr>
<td>ESF 6 – Mass Care and Housing</td>
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<tr>
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<td>ESF 8 – Health and Medical</td>
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<td><strong>ESF 9 – Search and Rescue</strong></td>
<td>MDFR Urban Search &amp; Rescue Team*</td>
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<td>ESF 10 – Hazardous Materials</td>
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<tr>
<td>ESF 18 – Business Recovery</td>
<td>Business Services</td>
</tr>
</tbody>
</table>

*Or appropriate corresponding agency if incident occurs outside of Miami-Dade County

**FIU’s Disability Resource Center (DRC)** is the primary University unit responsible for the coordination of accommodations for students with disabilities. DEM works in partnership with the DRC to reasonably accommodate any requests for assistance during an emergency and provides information and support to the DRC prior to any emergencies.

**FIU’s Office of Equal Opportunity Program and Diversity (EOPD)** is the primary University unit responsible for assisting with the coordination of reasonable and appropriate accommodations for employees with documented disabilities. DEM works in partnership with the EOPD to reasonably accommodate any requests for assistance during an emergency and provides information and support to the EOPD prior to any emergencies.

**The Policy Group** consists of executive level University administrators who provide policy decisions, authority and strategic direction to the Incident Commander during an emergency.

**The Incident Commander** is determined by incident and assigned by the President and is responsible for the overall management of the incident and keeping the Policy Group informed of all relevant issues pertaining to the event. Depending upon the type of incident, the IC may be the Assistant Vice-President for Disaster Management & Emergency Operations, the DEM Director, FIU’s Police Chief or another FIU
department head with subject matter expertise in the specific emergency. For instance, if FIU were subjected to a large scale cyber-attack, the Vice-President of Information Technology & Chief Information Officer would serve as the IC.

**FIU’s Emergency Operations Center staff** consists of University Vice-Presidents, Associate and Assistant Vice-Presidents, Department Directors and other staff who have been assigned a specific role in the EOC during an emergency. Staff assigned to the EOC are required to take introductory ICS training and participate in regular, ongoing tabletop exercises drawn from the Department of Homeland Security’s 15 all hazards National Planning Scenarios and other identified hazards that may impact the University.

### XIII. INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

#### A. INFORMATION COLLECTION AND ANALYSIS

During normal conditions, the DEM is constantly monitoring conditions and gathering information relative to potential emergencies. Information is collected from internal departments, local, state and federal governmental agencies, local community partners, first responders and the media. Information is analyzed and shared with appropriate stakeholders as necessary. Types of information and sources will vary depending upon the potential emergency (i.e. weather, public health, security threats, etc.).

FIUPD also monitors conditions, gathers and analyzes intelligence data and notifies appropriate stakeholders as necessary. If information is received that warrants activating the EOC, the procedures outlined in this CEMP will be followed.

When the EOC is activated, ongoing information from essential departments, local, state and federal partners will be used to assist with the appropriate response and recovery actions. Maintaining situational awareness to provide the necessary response and recovery actions is a primary function of the EOC.

#### B. PUBLIC INFORMATION AND OUTREACH

FIU’s Division of External Relations is the University unit responsible for developing and disseminating information to the University community and media before, during and after an incident as well as coordinating any press conferences. University-wide emails, social media accounts, FIU’s telephone hotline, FIU’s main webpage and media releases are the primary methods utilized to disseminate information. External Relations maintains a detailed *Emergency Communications Plan* and internal listserv to ensure a robust communications strategy can be implemented throughout any type of emergency. That plan is tested during regular semester tests of FIU’s overall emergency notification system known as [FIU Alert](https://www.fiu.edu/alerts) and a copy of the plan is located in the *CEMP Appendix A: Emergency Communications*.

#### C. EMERGENCY NOTIFICATION

If there is an imminent threat or dangerous situation that may affect the safety of the FIU community, an emergency notification will be sent out by FIUPD dispatch utilizing FIU Alert. FIU Alert is FIU’s multiple
communication platform for emergency notification. Platforms include text messages and voice calls to registered cell phones, emails, visual and audio messages through the University’s voice over internet protocol (VOIP) telephone system, indoor and outdoor speakers, FIU’s main webpage, social media, cable TV, indoor and outdoor electronic message boards. Additional information about FIU Alert can be found in the CEMP Appendix A: Emergency Communications.

If an emergency occurs without warning necessitating immediate notification of the Policy Group and EOC staff, a special group notification has been created in FIU Alert that can immediately send a notification to report to the EOC. In instances where there is notice of a potential event (i.e., hurricane or tropical storm), briefing meetings with the Policy Group and EOC staff will be scheduled to determine when the EOC will be activated.

XIV. COMMUNICATIONS

Multiple University units (Student Affairs, Facilities, Athletics, etc.) utilize UHF radios to communicate within their respective units. These systems can be utilized during an emergency to maintain communications within the unit and also maintain communications with the EOC. FIUPD utilizes 800 MHz radios that are capable of communicating with Miami-Dade County Police Department.

The EOC has redundant communication capabilities, including its own telecommunications interface. There are 25 VOIP telephones, five (5) analog lines, UHF radios, a fixed satellite phone and a cache of satellite phones that can be distributed if necessary. Cable TV and an air TV antenna provide redundant media capabilities while a satellite data link provides redundancy for data using satellite technology in the event University Technology Services infrastructure is down. Additionally, the EOC is on a backup generator that can supply emergency power for up to 72 hours. Detailed information about FIU’s emergency communications can be found in the CEMP Appendix A: Emergency Communications.

XV. FINANCE AND ADMINISTRATION

In an emergency declared by the University President, FIU Purchasing Regulation 2201 5(a) Emergency Purchases, supplemental to Chapter 18 of the Florida Board of Governors’ Purchasing Regulations, authorizes the President to waive competitive solicitation procedures and formalities for the procurement of commodities and services if determined that a delay in procurement will result in an immediate danger to the public health, safety or welfare of the University or would otherwise cause significant injury or harm not in the best interest of the University, including University tangible and/or intangible assets.

Each University unit is responsible for tracking and documenting all expenses related to the preparation, response, recovery and mitigation of an emergency incurred by their unit. All purchases should follow the University Purchasing Procedures, particularly when purchased in preparation for a potential event. If expenditures were made in preparation for a potential emergency and the event is not declared by the governor of Florida and president of the United States, expenses should still be tracked so the University can monitor the costs. If a state of emergency has been declared by the governor of Florida followed by
a presidential disaster declaration issued by the president of the United States, pre-disaster preparation expenses may be eligible for reimbursement from FEMA. However, funds expended in the absence of a presidential declaration will be incurred by the individual University unit. When a state of emergency is declared by the governor of Florida and president of the United States, it is imperative that the University capture and maintain all records and documentation related to disaster expenditures in order to successfully request and receive reimbursement from FEMA.

If a presidential disaster declaration is issued, expenses incurred in preparation of the disaster and immediately following may be eligible for reimbursement from FEMA. Invoices associated to disaster-related expenditures should be clearly marked by name of the event or the disaster declaration number assigned to it by FEMA (i.e., DR-0348). The invoice should clearly provide an explanation of the necessity of the expense. Repairs performed by the Facilities Management Department or subcontractors will be recorded in specific project worksheets segregated from regular construction, repair or maintenance activities. Proper documentation is imperative.

Detailed procedures and forms for submitting disaster related expenses are available on the FIU DEM website in the Resources section under Disaster Reimbursement. The forms are also available on the Office of the Controller website.

XVI. MITIGATION

Hazard mitigation planning involves identifying hazards that FIU may be most susceptible to, determining the frequency and magnitude of specific hazards, assessing the vulnerability of the infrastructure and natural environment to those risks, and identifying mitigation funding and actions to address the risks and vulnerabilities to prevent future damage from recognized hazards. FIU continually evaluates current infrastructure for mitigation opportunities and seeks to include appropriate mitigation measures when constructing new facilities.

A. LOCAL MITIGATION STRATEGY

FIU is an active member of the Miami-Dade County Local Mitigation Strategy Working Group made up of representatives from Miami-Dade municipalities, county departments, state and federal agencies, schools, colleges and universities, hospitals, private for-profit and not-for-profit organizations. The Local Mitigation Strategy (LMS) is a whole community initiative designed to reduce or eliminate the long-term risk to human life and property from hazards. The LMS plan is a multi-volume plan that documents the planning process and addresses mitigation measures in relation to the hazard risk and vulnerability assessment of Miami-Dade County. The LMS plan is approved by the state and FEMA, and identifies mitigation projects submitted by members of the Working Group. Approved projects must be in the plan in order for members to apply for and receive disaster funding if it becomes available. Funding can include, but is not limited to, the Hazard Mitigation Grant Program, Pre-Disaster Mitigation Grants, Flood Mitigation Assistance, Severe Repetitive Loss and Repetitive Flood Claims. FIU has formally adopted Miami-Dade County’s Local Mitigation Strategy and has submitted projects to the plan.
B. StormReady®

Approximately 98% of all presidentially declared disasters are weather related. The National Weather Service’s (NWS) StormReady® program promotes practices that encourage communities to better prepare for a weather emergency through advance planning, education and awareness. Requirements for a StormReady® designation include:

- A 24-hour warning point and Emergency Operations Center.
- Redundant methods of receiving severe weather warnings and the ability to alert the University community.
- A system that monitors local weather conditions.
- Promoting readiness through community education and awareness.
- A formal hazardous weather plan, which includes training severe weather spotters and conducting emergency exercises.

FIU was designated as a StormReady® University in 2009 and has been successfully recertified every three (3) years since then by implementing and maintaining the requirements for StormReady® designation, resulting in a better prepared University regarding the dangers of severe weather.

C. CITIES READINESS INITIATIVE (CRI)

The CRI, through the Centers for Disease Control and Prevention, Office of Public Health Preparedness and Response, is a federally funded effort to prepare major cities to respond to a large scale bioterrorist event by dispensing the appropriate medication to the affected population within 48 hours of the event. There are currently 13 CRI counties in Florida including Miami-Dade, Broward and Palm Beach. Points of Dispensing (POD) will be the primary means of dispensing prophylactic medications from the Strategic National Stockpile to individuals who are currently healthy but may have been exposed to agent. FIU has partnered with the Florida Department of Health in Miami-Dade County to function as a closed POD for its students, faculty staff and their family members. Additional information about FIU’s closed POD can be found in the CEMP Appendix C: Pandemic.

D. CONTINUITY OF OPERATIONS PLANNING

The FL Board of Governors regulation 3.001(c) Campus Emergency Management requires each university to develop a continuity of operations plan (COOP) to ensure continuity of essential university functions under all circumstances in accordance with F.S., Chapter 252.365, Emergency Management. FIU requires each University unit to develop a COOP specific to their respective unit. Emergencies can occur that may affect only portions of the University, but can disrupt overall University operations (i.e. fire in the payroll department, lab accident in a research building, etc.), which necessitates having unit specific contingency plans. FIU utilizes FIU Ready, an online COOP planning tool designed specifically for universities to facilitate this process. Additionally, DEM staff provide training and technical assistance on COOP planning.

Updated COOPs are due annually on May 1. An effective COOP should address the following areas:

- Protect human life.
- Identify and prioritize critical functions that must continue regardless of the disruption.
- Create plans and procedures that will mitigate against disruptions to maintain operations.
- Protect critical equipment, records and other essential assets.
- Identify alternate work locations.
- Identify succession in unit leadership; delegations of authority.
- Reduce the time it takes to recover and restore full operations.
- Training, testing and validation of plan.

XVII. TRAINING AND EXERCISE

The Department of Emergency Management maintains a robust training and exercise program utilizing the Department of Homeland Security’s 15 National Planning Scenarios as well as other vulnerabilities FIU may be exposed to such as severe weather, civil disturbances, active shooter, etc. that may impact the University and its operations. The scenarios are an integral component of the Department of Homeland Security’s capabilities-based approach to implementing Department of Homeland Security Presidential Policy Directive 8: National Preparedness. The scenarios depict potential terrorist attacks to natural, technological and human-generated disasters and are designed to promote preparedness planning, capability assessment and readiness metrics at all levels of government. Using these scenarios, DEM conducts table top exercises on a regular basis with the Policy Group and EOC staff in the EOC in accordance with the Homeland Security Exercise and Evaluation Program. In each exercise, portions of the CEMP are tested along with response and recovery capabilities. An after action review is conducted following each exercise to determine any areas of improvement or gaps in FIU’s preparedness, response and recovery capabilities.

The Department of Emergency Management also collaborates with all local and state emergency response agencies to identify additional training opportunities that can benefit University personnel. FIUPD, who staff the Divisional EOC seat in Miami-Dade County’s EOC, attend annual training as well as ongoing departmental training.

XVIII. PLAN DEVELOPMENT AND MAINTENANCE

The Department of Emergency Management is responsible for the development, updating and maintenance of the CEMP and its Appendixes. Revisions to this plan will be made on an as needed basis following any actual events, exercises or after action reviews that require changes to this plan. The CEMP will be formally reviewed every two (2) years by the DEM Director.
### XIX. GLOSSARY

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Activated</td>
<td>The Comprehensive Emergency Management Plan has been implemented in whole or in part due to an emergency event. Also applies to standing up the Emergency Operations Center with trained staff and necessary equipment to manage the event.</td>
</tr>
<tr>
<td>After Action Report</td>
<td>A written report developed following an After Action Review which documents the findings of the After Action Review. Areas of improvement are assigned with deadlines and responsible parties for implementation of improvements.</td>
</tr>
<tr>
<td>After Action Review</td>
<td>A facilitated meeting with all parties involved in responding to an event or participating in an exercise to identify strengths and areas of weakness that will be documented in an After Action Report to further strengthen preparedness, response and recovery capabilities.</td>
</tr>
<tr>
<td>Alternate Worksite</td>
<td>A work location, other than the primary location, to be used when the primary location is not accessible.</td>
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<tr>
<td>Command Post</td>
<td>Specific area staffed by personnel, usually FIUPD, responsible for commanding, controlling and coordinating the use of resources and personnel in response to an incident.</td>
</tr>
<tr>
<td>Comprehensive Emergency Management Plan</td>
<td>The overarching document that contains the policies, authorities, concept of operations and emergency responsibilities that provide the framework that drives an organization’s preparedness, response and recovery actions to an incident. The CEMP does not contain departmental standard operating procedures.</td>
</tr>
<tr>
<td>Continuity of Operations Plan</td>
<td>The document developed by individual University units that details the plans, procedures and resources needed to ensure continuance of its minimum essential functions across a wide range of potential emergencies that may disrupt day to day operations.</td>
</tr>
<tr>
<td>Critical Function</td>
<td>Activity or process that cannot be disrupted for several days without having a significant negative impact on the University.</td>
</tr>
<tr>
<td>Critical Records</td>
<td>Records or documents that if damaged, destroyed or lost would cause considerable disruption to the University and would require replacement or recreation at a considerable expense to the University.</td>
</tr>
<tr>
<td><strong>Declaration</strong></td>
<td>A written request to the President of the United States from a Governor through the FEMA regional office, certifying that the combined local, county and state resources are insufficient and that the situation is beyond their recovery capabilities and federal assistance is needed to restore the community.</td>
</tr>
<tr>
<td><strong>Disaster</strong></td>
<td>A sudden event that causes great damage, suffering and loss of life to many people.</td>
</tr>
<tr>
<td><strong>Emergency</strong></td>
<td>A situation or event that requires an immediate response to protect life and property (i.e. natural disasters, explosions, chemical, biological or radiological releases, structural failures, etc.).</td>
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<tr>
<td><strong>Emergency Operations Center</strong></td>
<td>A pre-determined physical location with communications equipment and trained staff where University administration and staff direct and control an emergency.</td>
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<tr>
<td><strong>Emergency Operations Center Staff</strong></td>
<td>University staff who have been assigned and trained to work in the EOC during an activation to coordinate the response and recovery actions during a campus wide emergency.</td>
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<tr>
<td><strong>Exercise</strong></td>
<td>A simulated emergency scenario that tests an organization’s emergency preparedness, response and recovery capabilities to identify areas of strength improvement.</td>
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<tr>
<td><strong>Federal Emergency Management Agency</strong></td>
<td>An agency of the Department of Homeland Security whose primary purpose is to coordinate disaster response in the US when the resources of local and state authorities are overwhelmed.</td>
</tr>
<tr>
<td><strong>Hazard</strong></td>
<td>A danger or risk that has the potential for causing damage to life, property or the environment.</td>
</tr>
<tr>
<td><strong>Hazardous Material</strong></td>
<td>Material and products from commercial, recreational, industrial and agricultural sources that contain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: toxic, flammable, corrosive or reactive and requires special handling because of the hazards posed to public health, safety or the environment.</td>
</tr>
<tr>
<td><strong>Incident Action Plan</strong></td>
<td>A document that identifies incident objectives and provides essential information regarding incident organization, resource allocation, work assignments, safety and weather.</td>
</tr>
<tr>
<td>Incident</td>
<td>An event limited in scope that may cause disruption, but not considered a major, campus wide emergency (i.e. police activity, water leak, small fire, etc.). May require response from multiple University departments and/or outside entities, but no EOC activation.</td>
</tr>
<tr>
<td>Incident Command System</td>
<td>A standardized all-hazard construct used to command, control, and coordinate resources and personnel during an emergency; an integrated organizational structure with common operating principles that can expand or contract as the event requires.</td>
</tr>
<tr>
<td>Logistics</td>
<td>The coordination of procuring and supplying facilities, equipment and services in support of an emergency.</td>
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<tr>
<td>Memorandum Of Understanding</td>
<td>A written understanding between two or more entities providing specific assistance and/or resources before, during or after a disaster.</td>
</tr>
<tr>
<td>Mitigation</td>
<td>Any action taken to reduce or eliminate the risk to human life and property from hazards; cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.</td>
</tr>
<tr>
<td>Mutual Aid</td>
<td>Pre-arranged resources from another similar entity are provided when essential resources of one party are not adequate to meet the needs of a disaster or other emergency.</td>
</tr>
<tr>
<td>Mutual Aid Agreement</td>
<td>A written agreement between two or more similar entities to provide assistance before, during or after a disaster to facilitate the rapid mobilization of personnel, equipment and supplies.</td>
</tr>
<tr>
<td>National Incident Management System</td>
<td>A consistent nationwide approach for all levels of government, the public and private sectors and non-governmental organizations to work effectively and efficiently together to prepare for, respond to and recover from domestic incidents regardless of cause, size, or complexity.</td>
</tr>
<tr>
<td>National Response Framework</td>
<td>A FEMA document that provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. It is one (1) of five (5) documents in the suite of National Planning Frameworks: Prevention, Protection, Mitigation, Response and Recovery. It covers the capabilities necessary to save lives, protect property, the environment and meet basic human needs after a disaster has occurred.</td>
</tr>
<tr>
<td>Point of Dispensing</td>
<td>A physical location staffed to dispense prophylactic medications in a large scale, catastrophic medical event or biological attack.</td>
</tr>
<tr>
<td><strong>Point of Distribution</strong></td>
<td>A physical location staffed to distribute supplies such as water, meals, tarps, etc. following a large scale, catastrophic event such as a hurricane, tornado, earthquake, etc.</td>
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<tr>
<td><strong>Preliminary Damage Assessment</strong></td>
<td>The process used to determine the estimated extent of damage and costs to a community following a disaster. Preliminary damage assessments are used to support the governor’s request for a declaration.</td>
</tr>
<tr>
<td><strong>Preparedness</strong></td>
<td>A continuous cycle of planning, training, equipping, exercising, evaluating and taking corrective action in an effort to maintain a state of readiness to respond to a disaster or emergency.</td>
</tr>
<tr>
<td><strong>Recovery</strong></td>
<td>The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status. Implementation of mitigation strategies is often part of the recovery process.</td>
</tr>
<tr>
<td><strong>Response</strong></td>
<td>Immediate actions to save lives, protect property and meet basic human needs; execution of emergency plans to limit the loss of life, injury and property damage.</td>
</tr>
</tbody>
</table>