

March 2025

Comprehensive Emergency Management Plan



I. LETTER OF PROMULGATION

Pursuant to the [Florida Board of Governors' Regulation 3.001\(b\)](#), I am pleased to share the updated Comprehensive Emergency Management Plan (CEMP) for Florida International University (FIU). This plan reflects FIU's commitment to safeguarding the health, safety, and well-being of our students, faculty, staff, and visitors, while also supporting our surrounding communities during times of crisis.

The CEMP outlines FIU's approach to emergency preparedness, mitigation, response, and recovery in the face of any large-scale incident that may disrupt university operations or impact our community and environment.

FIU's emergency planning aligns with federal, state, and local guidelines and incorporates both the National Incident Management System (NIMS) and the Incident Command System (ICS). These frameworks ensure that our emergency operations are coordinated, structured, and scalable. University personnel assigned to the Emergency Operations Center (EOC) are trained in ICS and apply its principles in both real events and regular training exercises.

Effective emergency management begins with a comprehensive and well-understood plan. It is my expectation that FIU will be ready to meet any challenge, whether posed by natural hazards, technological disruptions, or human-caused incidents. I also expect that all university departments will develop and regularly update their unit-specific Continuity of Operations Plans (COOPs) using FIU Ready, our dedicated continuity planning tool, to ensure that essential functions continue without major interruption.

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.

I encourage all members of the university to take proactive steps to prepare for emergencies. Being ready not only protects you but also strengthens our entire Panther community. For a digital version of this plan and additional preparedness resources, visit the FIU Department of Emergency Management website at <https://dem.fiu.edu/>.

By working together, we can ensure that FIU remains a resilient and responsive institution, no matter the challenge.

Sincerely,



Jeanette M. Nuñez
President

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III. RECORD OF CHANGES

Date of Change	Page or Section Changed	Summary of Change
August 1, 2015	Base plan	Base plan was reviewed and revised. Title was changed from Emergency Management and Continuity of Operations Plan (EMCOP) to Comprehensive Emergency Management Plan (CEMP).
August 17, 2015	EMCOP Hurricane Response Plan	Plan was reviewed and revised. Title was changed to Annex: Hurricane.
May 1, 2017	Page 8 Page 18	Base plan was reviewed per plan review and maintenance schedule. Satellite locations changed to regional academic locations; update made to position title.
October 1, 2018	Title Page; Authorities and References; Introduction; Finance and Administration; Plan Development, Maintenance, and Revisions	Updated Title Page and footer. Included new FIU emergency plans and procedures. Added Plan Implementation section to Introduction. Updated planning process for no-notice and planned emergency events. Updated EOC Staff Chart. Added Logistics Support and Resource Management section. Revised Emergency Response Function table. Updated and referred plan development and maintenance to SOP for Plan Development, Maintenance, and Revisions. General maintenance throughout the plan.
September 2020	Entire Plan	Plan review delayed due to the active COVID-19 pandemic response.
September 13, 2021	Base plan; page 8	Base plan was reviewed. Updated university overview and position titles throughout the plan. Updated all charts and graphs. Language on page 8 was changed to reflect current EOC activation process.
October 12, 2021	Page 10-12; Locations	Included HWCOM Flagler Location and National Forensic Science Technology Center.
August 20, 2023	Base plan	General maintenance and grammatical edits. Updated plan template. Updated plan footer.
	XI. Command and Control	Updated the table of organization.

August 28, 2023	VI. University Overview	Updated FIU's statistics and recent recognition. Updated current FIU locations.
September 7, 2023	Letter of Promulgation	General maintenance and updated.
	VII. Geography and Climate	Updated the Historical Hurricane Tracks to date.
February 29, 2024	XI. Command and Control	Updated the table of organization.
March 14, 2025	XI. Command and Control	Updated the EOC table of organization.
	VI. University Overview	Updated the FIU recognition facts. Updated the enrollment statistics and demographics. Updated the FIU Locations map.
	VIII. Threat and Hazard Identification and Risk Assessment (THIRA)	The threats and hazards have been updated to align with the nine identified in the 2025 THIRA plan.
	VII. Geography and Climate	Updated the Historical Hurricane Tracks to date.
June 3, 2025	Base Plan	General maintenance and grammatical edits.
	I. Letter of Promulgation	Updated the President's letter of promulgation.

IV. AUTHORITIES AND REFERENCES

The following statutes, 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 Board of Governors' Regulation 3.001](#)

C. Florida International University

[Policy 180.105 Emergency Management and Continuity of Operations](#)
FIU Training and Exercise Plan
FIU Continuity of Operations Plan
FIU Continuity of Government Plan
FIU Mitigation Plan
FIU Emergency Notification and Crisis Communications Plan
FIU Recovery Plan
FIU Resource Management Plan
FIU Threat and Hazard Identification and Risk Assessment
FIU Department of Emergency Management Standard Operating Procedures

D. Federal:

[Public 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)
[The Jeanne Clery Act Law](#)
[Homeland Security Presidential Directive 5](#)
[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](#)

E. Local Codes:

[Chapter 8B of the Miami-Dade County Code of Ordinances](#)
[Miami-Dade County Comprehensive Emergency Management Plan](#)

F. Other:

[National Fire Protection Association \(NFPA\) 1600, Standard on Disaster/Emergency Management and Business Continuity](#)

[NFPA 3000, Standard for an Active Shooter/Hostile Event Response \(ASHER\) Program](#)

V. INTRODUCTION

Florida International University's Comprehensive Emergency Management Plan (FIU CEMP) ensures that all levels of the university are coordinated and ready to safeguard the well-being of its students, faculty, staff, and visitors. The base plan outlines strategies, assumptions, operational objectives and mechanisms for mobilizing resources and conducting emergency management activities.

Hazard-specific annexes and supporting documents complement the base plan by addressing operational needs. These materials are confidential and restricted to official university use only. Questions regarding access, permissible use, or information sharing should be directed to the FIU Department of Emergency Management (DEM).

The CEMP is continuously in effect and defines roles and responsibilities across university units and relevant local, state, and federal agencies. This plan complies with the National Incident Management System (NIMS) and incorporates the principles of the Incident Command System (ICS). Under the direction of the university president, senior leadership participates in regularly scheduled exercises to test and enhance the plan's effectiveness, ensuring the university remains prepared for emergencies.

A. PURPOSE

The FIU CEMP establishes policies, procedures, and organizational structures for response to large-scale emergencies that significantly disrupt university operations. It defines the roles and responsibilities of university departments and personnel during emergencies to ensure a coordinated and effective response.

B. SCOPE

The FIU CEMP is an all-hazards emergency management plan that outlines the four phases of emergency management: preparedness, response, recovery, and mitigation. It integrates the NIMS to facilitate coordination among responding agencies and is consistent with Miami-Dade County's CEMP, the state of Florida CEMP, and the U.S. Department of Homeland Security's National Response Framework.

Emergencies can occur suddenly and without warning. This plan is designed to be flexible, adaptable, and scalable for any type of hazard. Through annexes, the CEMP provides specific guidance for response, stabilization, and recovery from various types of emergencies.

The CEMP may be activated under the following conditions:

- Incidents on university property: FIU personnel assume their emergency management roles as defined in this plan.
- Incidents off campus impacting FIU operations: Events in the surrounding community that disrupt university operations.
- Incidents off campus with no direct impact: Events in the community where FIU may be requested to support local or state agencies.

FIU personnel and resources will be deployed in accordance with this plan to achieve the following priorities:

- Protect human life.
- Safeguard university infrastructure, research, and research animals.
- Maintain communication with the FIU community and emergency personnel.
- Collect and analyze information to support decision-making and incident action planning.
- Assess damages.
- Restore essential services.
- Stabilize and restore normal operations as quickly as possible.

C. PLANNING ASSUMPTIONS

- Emergencies 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 vary in magnitude, severity, duration, onset, affected area, frequency, and probability.
- When FIU resources and capabilities are exhausted, additional resources and support will be requested through the county, state, or mutual aid agreements with 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 escalate to countywide or statewide events, delaying assistance from local, state, and federal emergency response agencies.
- Emergency responders and essential personnel may also be affected by the disaster, potentially experiencing personal injury, family emergencies, or property damage.
- Students, faculty and staff may face challenges in leaving or returning to campus.
- Effective disaster preparedness requires ongoing university-wide training and exercises, along with individual preparedness by students, faculty and staff.

D. PLAN IMPLEMENTATION

The FIU Police Department (FIUPD) Communications Center is located inside Parking Garage 5 at the Modesto A. Maidique Campus (MMC) and operates twenty-four (24) hours a day, seven (7) days a week, including holidays. The center provides continuous support to the FIU community, ensuring rapid response to emergencies.

FIUPD communications operators are responsible for:

- Handling emergency calls from telephones, elevator phones, and emergency call boxes.
- Monitoring weather alerts, fire alarms, and burglar alarms.
- Dispatching officers and first responders as needed.
- Assisting FIU community members and visitors on a walk-in basis.
- Operating the Florida Department of Law Enforcement, Miami-Dade Sheriff's Office, and other regional information sharing networks for law enforcement purposes.

The FIU community can report incidents by calling the following emergency numbers:

 FIU Emergency Contact Numbers		
FIU Location	Emergency Number	Non-Emergency Number
Modesto A. Maidique Campus	305-348-5911	305-348-2626
Biscayne Bay Campus	305-919-5911	305-919-5559
Other FIU Locations	911	Local Police Precinct

Additionally, incidents can be reported anonymously to the [FIU Police Department](https://police.fiu.edu/) <https://police.fiu.edu/> using the online [Silent Witness Form](#).

There are two types of emergency activations—planned and no-notice (unplanned) events. For planned events, DEM coordinates with FIU executive leadership and stakeholders to partially or fully activate emergency operations in advance (e.g. hurricanes, commencements, major special events). No-notice or unplanned events are often chaotic and typically begin with on-scene responders carrying out life-saving actions and managing the incident. As the incident expands, FIUPD will notify the Senior Vice President of the Division of Operations and Safety/Chief of Staff for the President who will then notify DEM. The FIU President (or designee) is responsible for authorizing the activation of the Emergency Operations Center (EOC) and appointing an Incident Commander. (See the FIU DEM Standard Operating Procedures for Emergency Operations Center for additional details.)

Notification of the Executive Policy Group and EOC staff may occur via voice calls, text messages, and/or e-mail. Upon receiving the notification, EOC staff are expected to arrive at the EOC at the designated date and time for an initial briefing.

VI. UNIVERSITY OVERVIEW

Florida International University (FIU) is a multi-campus, urban public research university located in Southeastern Florida offering more than 200 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. FIU also has regional academic locations in Miami Beach, the City of Miami, the City of Miramar in Broward County, and the Medina Aquarius Program in Islamorada, located in Monroe County in the Florida Keys.

Founded in 1965, FIU opened its doors in 1972 with an enrollment of 5,667 student, the largest opening enrollment in U.S. collegiate history. Today, FIU is listed as the fourth largest public university by enrollment and is the largest in South Florida with over 54,000 students. FIU is designated as a top-tier Carnegie research institution and is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate, masters, and doctoral degrees.

FIU is proud to be designated a Preeminent State Research University, a prestigious recognition established in 2013 by the Florida Board of Governors to honor institutions that demonstrate excellence in student success, research, and national performance metrics. As the youngest of only four universities in Florida to achieve this status, FIU's distinction reflects a university-wide commitment to elevating classroom instruction and advancing world-class research.

FIU has also earned the highest performance-based funding score among all public universities in Florida, as determined by the Florida Board of Governors. Additionally, FIU is recognized as one of the best colleges to work for in the nation, receiving Honor Roll distinction from The Great Colleges to Work For program.

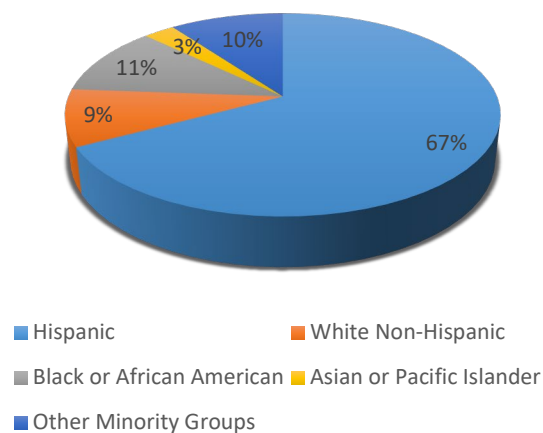
In national rankings, FIU continues its upward trajectory—earning a spot among the Top 50 best public universities and breaking into the Top 100 best national universities (including both public and private institutions), according to the latest U.S. News & World Report.

FIU has also been recertified for the Seal of Excelencia, a national recognition awarded to institutions that show meaningful progress in student outcomes and intentionality in serving Hispanic and Latino students. FIU is a national leader in graduating Hispanic students—particularly in STEM fields—and offers extensive support programs tailored to Latino and first-generation students, reinforcing its role as a model for inclusive excellence in higher education.

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 and 11,000 faculty and staff, FIU's total population exceeds the population of 26 of the 67 counties in the state of Florida.

STUDENT POPULATION DEMOGRAPHICS



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 regional academic locations in three (3) Florida counties and abroad.

As a Carnegie-classified engaged university, FIU places a strong emphasis on research as a core part of its mission, with major research initiatives both locally and globally. Students and faculty are engaged worldwide through study abroad programs, international student exchanges, and student-led Alternate Breaks that foster global learning and service.

FIU LOCATIONS

Location	Description
Modesto A. Maidique Campus	Located in Western Miami-Dade County, this 342-acre campus includes 118 buildings such as residence halls, the eight (8) story Steven and Dorothea Green Library, Pitbull Stadium, the 46,000 sq. ft. Patricia and Phillip Frost Art Museum, a 16-acre educational environmental preserve and the National Hurricane Center and Weather Forecast Office Miami, operated by the National Oceanic and Atmospheric Administration (NOAA).
Biscayne Bay Campus	Located in the city of North Miami Beach, this 200-acre campus features the Marine Science building, Olympic-sized swimming and diving pool, Glenn Hubert Library, Kovens Conference Center, the Chaplin School of Hospitality & Tourism Management, the School of Journalism and Mass Communication, a Miami-Dade County Public High School and Royal Caribbean Cruises Ltd. rehearsal facility.
Engineering Center	Located one (1) mile north of MMC, this 40-acre research facility houses the International Hurricane Research Center and the Wall of Wind, a 12-turbine hurricane wind simulator used for testing and resilience research.
FIU at Flagler	Located approximately three miles from MMC in the City of Miami. This facility is currently unoccupied.
FIU at I-75 in Miramar	Located in Broward County and co-located with Broward College, this site offers accelerated graduate business programs for working professionals from the Chapman School of Business, College of Arts and Sciences, and the College of Engineering and Computing.
FIU Downtown on Brickell Center	Located in Miami's urban Brickell neighborhood, this 32,000 sq. ft. center includes classrooms, faculty and administrative offices, and dining facilities, serving graduate-level students and working professionals.
Miami Beach Urban Studios	Located on Lincoln Road in the heart of Miami Beach's vibrant arts district, this student-centered space includes galleries, studios, and performance venues that foster creativity and interdisciplinary collaboration.

The Wolfsonian - FIU	Located in Miami Beach, this seven (7)-story facility serves as a museum, library, and research center, providing students with access to a distinguished collection of art and historical artifacts for observation, study, and research.
The Jewish Museum of Florida - FIU	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.
Medina Aquarius Program	Sixty-two 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.
International Center for Tropical Botany at The Kampong	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.
Global Forensic and Justice Center	Located in Largo, near Tampa Bay, this 100,000 sq. ft. facility includes training rooms, simulation spaces, media production studios, warehouse space, and administrative offices. It supports forensic science research, training, and technical assistance for the global justice community.
Center for Translational Science	FIU's Center for Translational Science (FIU-CTS) is a state-of-the-art research facility in Port St. Lucie, Florida. Its faculty, staff, fellows, and students reflect both the global research community and the South Florida region. Researchers at FIU-CTS explore diverse fields, including bioinformatics, environmental medicine, and more.
FIU in Washington D.C.	FIU's presence in Washington, D.C., amplifies its voice in national conversations while offering a unique learning experience to all who visit. FIU in DC hosts hundreds of students each semester, providing academic, professional, and experiential opportunities.
International Programs	International Programs offers undergraduate and graduate courses and degree programs in Genoa, Italy; the Dominican Republic; Jamaica; and Panama.
International Research Projects	As a Carnegie engaged institution, research is conducted both nationally and abroad. Major projects abroad include projects in India, South Africa, and Mexico.

Map of FIU Florida Locations



VII. GEOGRAPHY AND CLIMATE

Miami and its suburbs are located on a broad coastal plain between the Florida Everglades and Biscayne Bay. Much of FIU is located within this area, with the exception of its locations in Broward and Monroe Counties. Most neighborhoods, particularly those near the coast average three (3) feet above sea level with elevations never exceeding 15 feet.

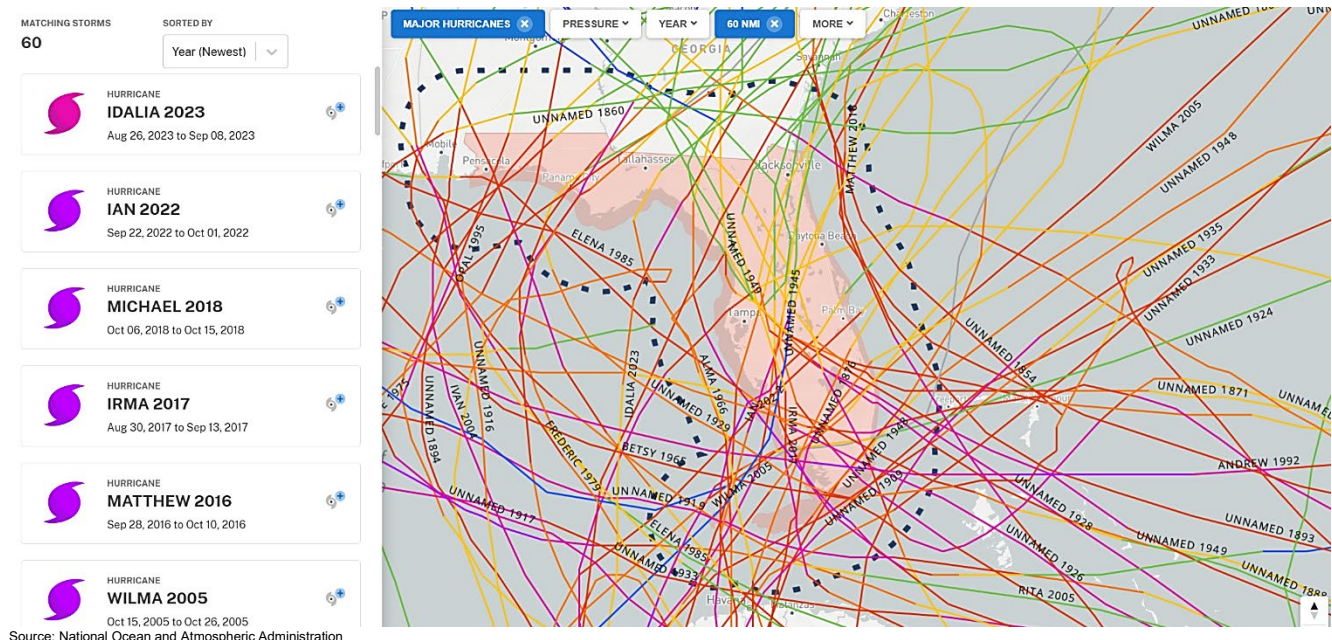
The main portion of the city lies on the shores of Biscayne Bay. The surface bedrock under Miami is limestone covered by a thin layer of soil and is no more than 15 feet thick. The Biscayne Aquifer is a natural underground river extending from southern Palm Beach County to Florida Bay. Most of the South 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's tropical climate is largely influenced by its sea-level elevation, coastal location, proximity to the Tropic of Cancer, and the nearby Gulf Stream. The climate is defined more by precipitation than temperature, with two primary seasons:

- Wet Season (May to October): Characterized by high humidity and temperatures ranging from the mid-80s to 90s (°F).
- Dry Season (November to April): Marked by lower humidity and more moderate temperatures.

Miami ranks among the highest U.S. cities for annual rainfall, receiving an average of 61.9 inches per year. Severe flooding during the summer is common due to intense thunderstorms. The wet season also aligns with the Atlantic hurricane season, which officially runs from June 1 through November 30. Due to its coastal geography and low-lying terrain, Miami is considered one of the three most hurricane-vulnerable cities in the United States. Its exposure to ocean waters on multiple sides and flat topography make storm surge and wind impacts especially significant.

HISTORICAL HURRICANE TRACKS



VIII. THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)

As part of FIU's participation in the pilot Disaster Resistant University program funded by the Federal Emergency Management Administration (FEMA) to increase universities' resilience to disasters, a qualitative hazard identification and risk analysis was conducted. This assessment categorized potential hazards into three risk levels: High Risk, Moderate Risk, and Low Risk.

The classification was informed by a combination of historical and anecdotal data, stakeholder input, and professional judgment regarding the likely impacts of various hazards. In addition, findings from relevant plans, studies, and technical reports were reviewed and integrated into the assessment.

It should be noted that there are some hazards that are considered low or negligible risk (e.g. sinkholes or freezing). Nonetheless, the occurrence of these other hazardous or threatening events may pose a risk to the university. Varying or unprecedented magnitudes are still possible in some cases and will continue to be reevaluated during future updates of the CEMP.

The hazard classifications listed below were reviewed during the current update and based on recent incidents, historical trends, and expert judgment.

HAZARD RISK

RISK LEVEL	TYPE OF HAZARD**
HIGH RISK	Hurricane Severe Weather (Tornado, Flooding, Lightning, Extreme Heat)
MODERATE RISK	Structure Fire Infectious Disease Hazardous Materials Incident (Chemical, Biological, Radiological, Nuclear & Explosive) Active Attacks (Active Shooter, Active Assailant) Cyber Attack Terrorism or Violence Act Civil Unrest or Protest

Bold text denotes the nine identified hazards for FIU emergency planning

Furthermore, the nine identified hazards for the university can be grouped into the three hazard types (natural, technological, and human-generated).

IDENTIFIED HAZARDS FOR FIU BY TYPE

NATURAL	TECHNOLOGICAL	HUMAN-GENERATED
Hurricane Severe Weather (Tornado, Flooding, Lightning, Extreme Heat) Infectious Disease	Hazardous Materials Incident (Chemical, Biological, Radiological, Nuclear & Explosive)	Active Attacks (Active Shooter, Active Assailant) Cyber Attack Structural Fire Terrorism or Violence Act Civil Unrest or Protest

IX. CAPABILITY ASSESSMENT

FIU's DEM continuously evaluates and assesses response capabilities through the hazard and risk analysis process. As new hazards emerge or existing threats evolve, DEM reviews current capabilities and provides recommendations to university stakeholders for adjusting preparedness, response strategies, and resource allocation.



Following any EOC activation or emergency exercise, DEM conducts an After-Action Review (AAR) or debrief to:

- Discuss potential risks.
- Identify newly recognized hazards.
- Highlight gaps or opportunities for improvement in preparedness, response, and recovery.

FIU also implements a comprehensive training and exercise program aligned with the Department of Homeland Security's 15 National Planning Scenarios. In addition, the program addresses other relevant threats such as severe weather, civil unrest, and active shooter events. These exercises provide opportunities to strengthen response capabilities, identify potential resource gaps, and validate plans. For further details, refer to the FIU Training and Exercise Plan.

X. CONCEPT OF OPERATIONS

A. INCIDENTS VS. MAJOR EMERGENCIES

The FIU Police Department, Facilities Management Department, Division of Information Technology, and Department of Environmental Health and Safety respond daily to incidents and emergencies affecting the university community. These incidents are typically limited in scope and are not considered a major university-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 plan, a major emergency is defined as a sudden and devastating event caused by natural, technological, or human-related factors that severely disrupt the university's ability to operate, results in human, material, economic, or environmental losses, and exceeds the university's internal response capabilities.

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, triggering the activation of the university's EOC 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. SENIOR VICE PRESIDENT OF OPERATIONS AND SAFETY AND CHIEF OF STAFF OFFICE OF THE PRESIDENT
4. SENIOR VICE PRESIDENT FOR STRATEGIC COMMUNICATION, GOVERNMENT AND EXTERNAL AFFAIRS

Additional details on university succession can be found in the FIU Continuity of Government Plan.

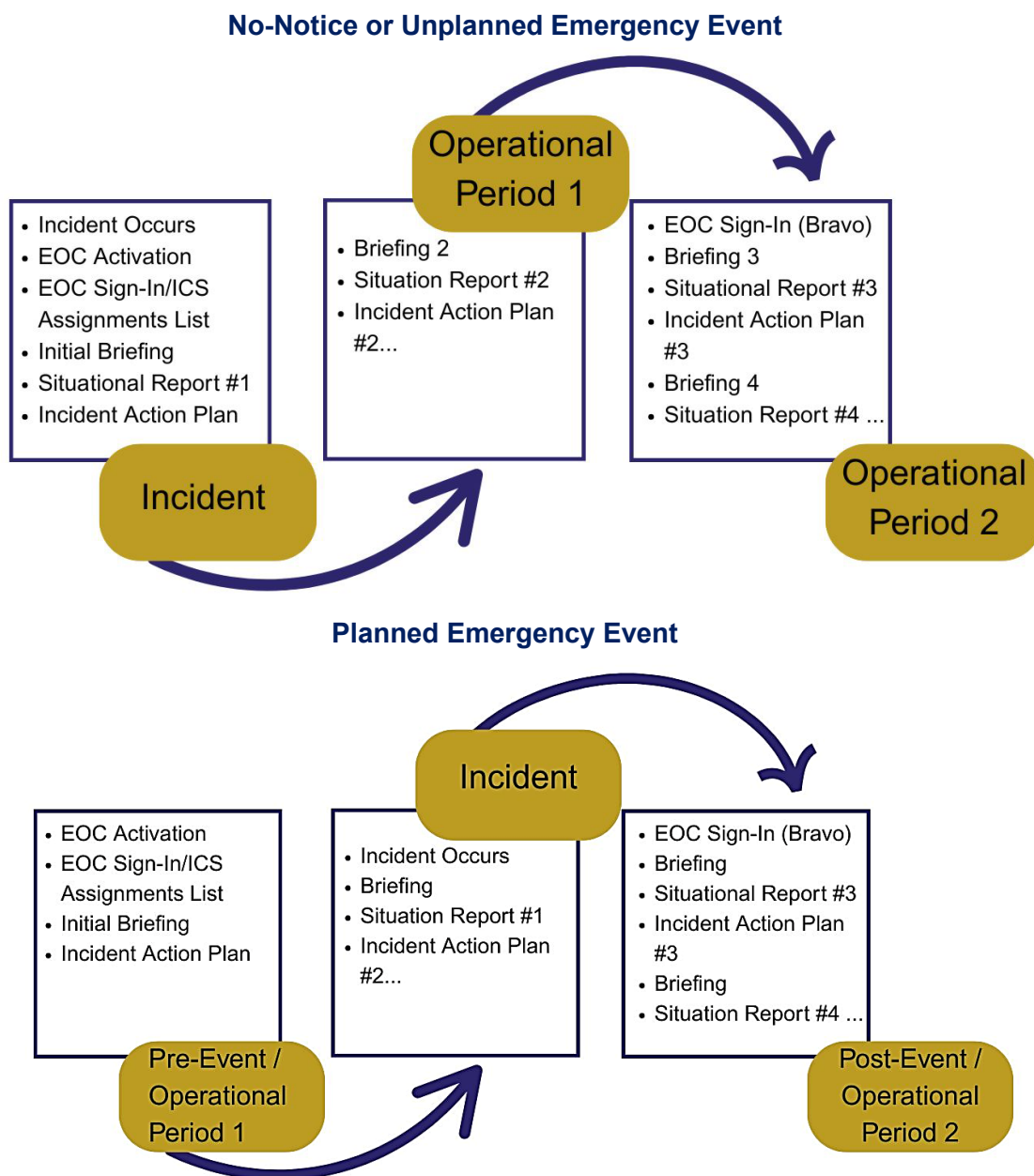
C. RESOURCE MANAGEMENT AND COORDINATION

Pre-planned resource management and coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster. FIU's 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 municipalities and 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. Additional information can be found in the FIU Resource Management Plan. 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 result of this process is a detailed document that facilitates successful operations and provides a mechanism to evaluate execution of incident objectives and adjust as required throughout the event. Additionally, IAP provide 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. FIU police, 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 based upon the nature and scope of the event and in coordination with the President, Provost, Chief Financial Officer, Senior Vice President of Operations and Safety, Police Chief, Assistant Vice President Division of Operations and Safety/Director of Emergency Management or their designees. See the FIU DEM Standard Operating Procedure (SOP) for Emergency Operations Center for more information.

XI. COMMAND AND CONTROL

FIU has adopted the Incident Command Structure (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. All EOC staff members are required to complete ICS 100 and ICS 700 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 Center staff may 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 Sheriff's Office, City of Sweetwater and North Miami Police Departments, Florida Department of Health in Miami-Dade County, and the Federal Bureau of Investigation in the event a unified command becomes necessary.

The **Policy Group** serves as the executive-level oversight body with the authority to make strategic policy decisions during an emergency and is responsible for informing the Board of Trustees of any actions taken.

A. COMMAND STAFF

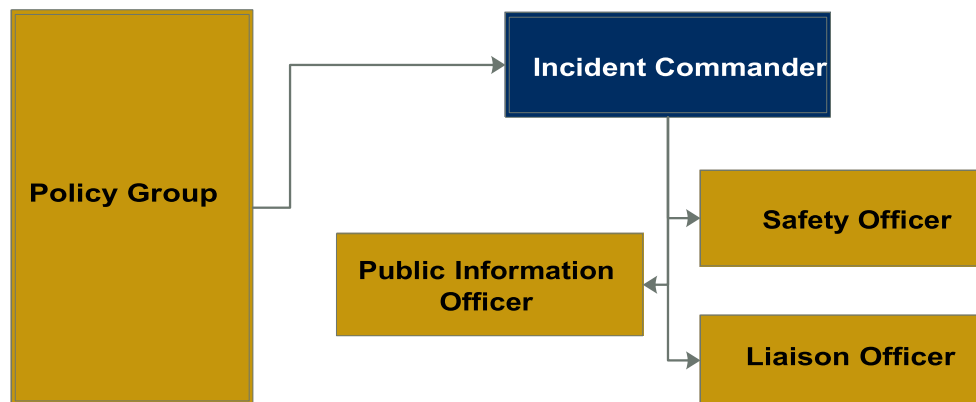
The Incident Commander (IC) reports to the Policy Group and is responsible for managing the incident by establishing incident objectives, strategies, and implementing tactics. The IC is determined by the type of incident, assigned by the President and may be part of a Unified Command. The IC's Command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

The Public Information Officer is tasked with creating and disseminating accurate and timely 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.

FIU COMMAND STAFF



B. GENERAL STAFF

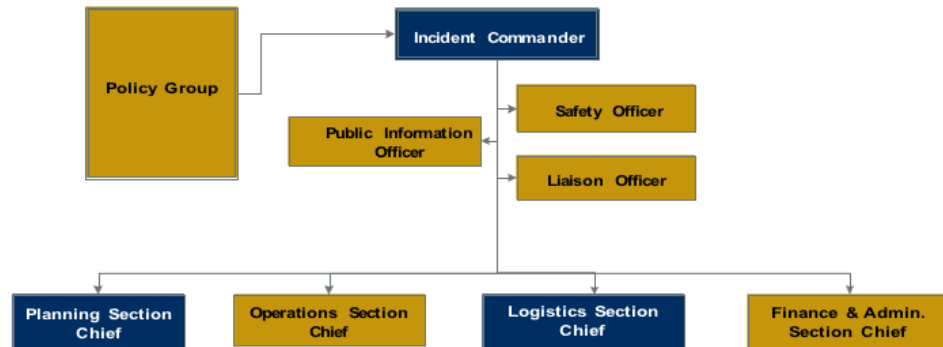
The Planning Section Chief is responsible for developing the IAP for each operational period of the incident during an activation of the EOC. Planning Section staff gather, analyze and report information about the event. Supporting units include IAP Development, Documentation, Situation, and Resource.

The Logistics Section Chief is responsible for coordinating all logistics for the deployment and use of university assets, as well as acquiring resources from local, state and federal partners or external vendors. Supporting units include Facilities, IT/Communications, Parking and Transportation, Academic Space Management, Housing, Business Services, Athletics, and Enrollment Services.

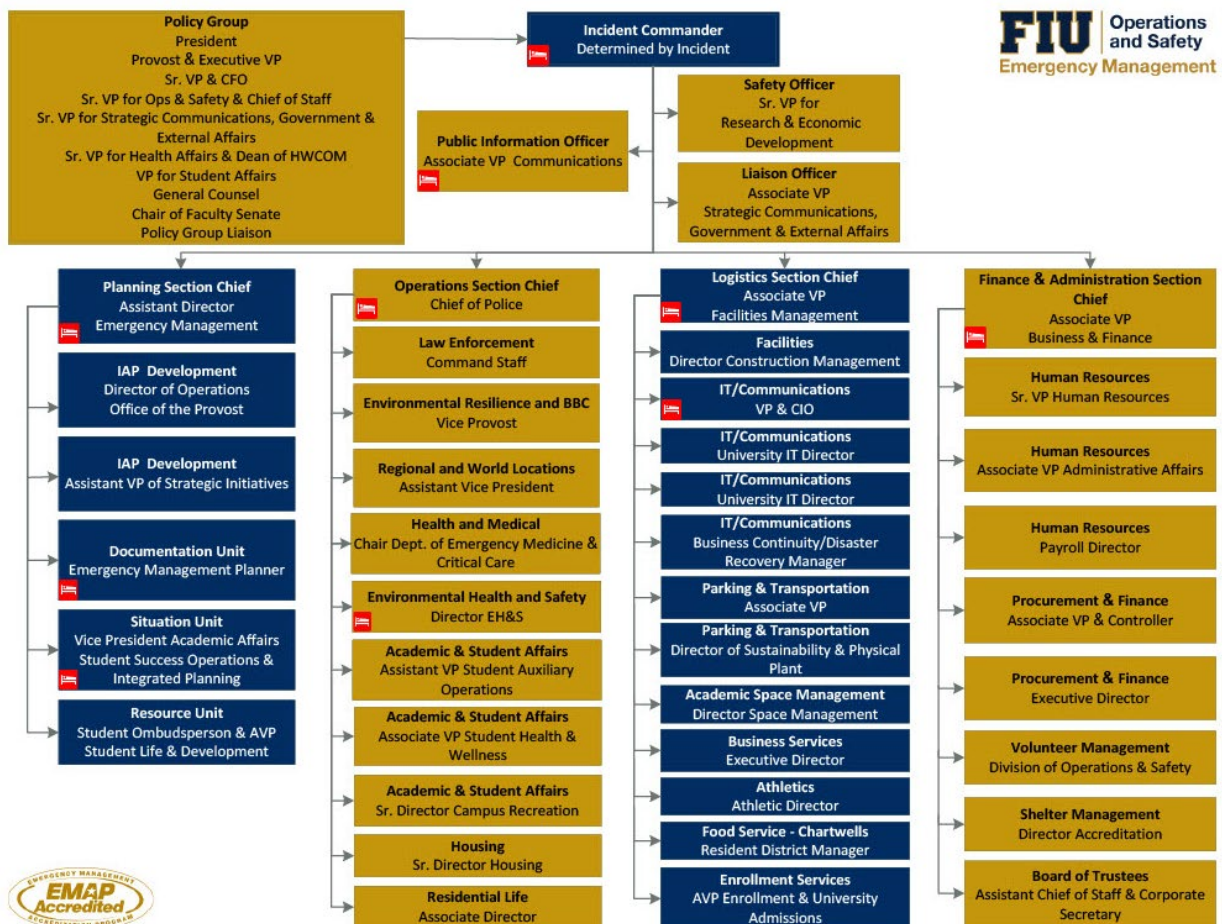
The Operations Section Chief is responsible for implementing tactical operations based on the objectives outlined in the IAP. Supporting units include Regional Academic Locations, Law Enforcement, Health and Medical, HazMat/Environmental, Student Affairs.

The Finance and Administration Section Chief oversees the procurement of necessary resources and time and labor costs for financial reimbursement. This section is responsible for executing pre-established emergency contracts with external vendors and contractors, handling any personnel issues related to the emergency, and is the lead for coordination of all FEMA reimbursement documentation. Supporting units include Human Resources, Procurement and Finance, Shelter Management, and Volunteer Management.

FIU COMMAND AND GENERAL STAFF



LEVEL 1 EOC STAFFING



XII. ORGANIZATION AND RESPONSIBILITIES

FIU's DEM 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 university-wide emergency, DEM will implement this plan and manage the EOC.

The DEM, in coordination with its stakeholders, has assigned applicable university departments specific areas of responsibility in response to an emergency or disaster. In some instances, multiple departments may assist in the response and recovery of the university. However, the department listed will be considered the lead department with primary responsibility to coordinate and carry out the response. When assigning University departments' response functions, efforts were made to be consistent with the Miami-Dade County CEMP, the Florida Division of Emergency Management State Emergency Response Team, and the National Response Framework. Some emergency response functions (i.e. firefighting, search and rescue, etc.) do not lend themselves to an academic setting and are aligned with FIU's respective community partners. The table below illustrates university departments, local agencies, and their corresponding emergency response functions.

**UNIVERSITY DEPARTMENT OR LOCAL AGENCY AND CORRESPONDING
EMERGENCY RESPONSE FUNCTION**

Emergency Response Function	Corresponding FIU Department or Local Agency	Responsibilities
Administration and Finance	FIU Office of Finance and Administration	❖ Provides support to the Finance and Administration Section at the EOC during an emergency. ❖ Assist with federal reimbursement applications and cost recovery efforts. ❖ Develop and distribute guidance for finance and budget personnel to follow during emergency operations. See SOP for Disaster-Related Expenditures Reimbursement.
Agriculture and Natural Resources	FIU Department of Environmental Health and Safety	❖ Serve as a staff position within the EOC during an emergency. ❖ Coordinate with university units such as the Facilities Management Department and external regulatory agencies to protect, conserve, and manage campus landscapes and natural resources. ❖ Enforce applicable environmental laws, regulations, policies, and procedures to ensure compliance during emergency operations.
Alert and Notification	FIU Department of Emergency Management and FIU Police Department	❖ May serve as the Incident Commander and is responsible for implementing the CEMP. ❖ Notify key decision-makers and activate appropriate university resources. ❖ Coordinate and liaise with critical university departments and units during the initial response phase. ❖ Prepare the EOC for activation. See SOP for Emergency Operations Center. ❖ FIUPD disseminates emergency alerts and instructions both prior to and following an emergency event.

Communications	FIU Division of Information Technology	❖ Serve as the lead for the IT and Communications Unit, supporting communication systems in the EOC during an emergency. ❖ Ensure interoperability of telecommunications and establish backup emergency communication systems. ❖ Safeguard vital electronic records to support continuity of operations. ❖ Provide technical assistance for data retrieval and system restoration. ❖ Assess the communications infrastructure; troubleshoot, support, and manage university communication systems. See Division of Information Technology Disaster Recovery Plan for additional information.
Critical Infrastructure and Key Resource Restoration	FIU Facilities Management Department	❖ Lead coordination with university departments to conduct preliminary damage assessment operations focused on identifying and addressing impacts to critical infrastructure. ❖ Refer to the SOP for Damage Assessment Operations for a list of critical infrastructure at FIU. The FIU Continuity of Operations Plan (COOP) outlines the university's essential functions to guide priority restoration efforts.
Damage Assessment	FIU Facilities Management Department	❖ Lead joint damage assessment teams and coordinate with university departments and units (e.g., FIU Division of Information Technology, Department of Environmental Health and Safety) in accordance with the SOP for Damage Assessment Operations. ❖ Report operational information and observed damage to EOC. ❖ Identify any unmet needs requiring immediate attention. ❖ Assess the magnitude and severity of damage to university structures and infrastructure.

		❖ Identify priority areas and affected populations in need of support.
Debris Management	FIU Facilities Management Department	❖ Serve as the Logistics Section Chief and provide support to the Logistics Section during emergency operations. ❖ Implement emergency debris clearance operations as needed. ❖ Lead damage assessment teams. ❖ Coordinate with stakeholders for the debris removal and/or disposal process.
Detection and Monitoring	FIU Police Department	❖ Serve as the Operations Section Chief and lead the Law Enforcement Unit during emergency operations; may also act as Incident Commander for incidents involving criminal activity. ❖ Prioritize active incidents based on urgency, impact, and available resources. ❖ Collect and disseminate information through field operations and information systems to support situational awareness. See SOP for Situation Awareness for additional information.
Direction, Control, and Coordination	FIU Department of Emergency Management	❖ May serve as the Incident Commander and/or Planning Section Chief in the EOC during an emergency. ❖ Coordinate the efforts of FIU's incident management structure with departments and units involved in emergency management. Refer to the SOP for Emergency Operations Center for additional details. ❖ Oversee and update the FIU CEMP to ensure alignment with current policies, procedures, and best practices.

Donation Management	FIU Division of Student Affairs	❖ Coordinate with the Division of Strategic Communications, Government and External Affairs on sharing information with the university community on the donation process. ❖ Coordinate with university departments regarding monetary donations.
Emergency Public Information	FIU Division of Strategic Communications, Government and External Affairs	❖ Communicate emergency instructions to the university community using a variety of communication systems and social media platforms. Refer to the FIU Emergency Notification and Crisis Communications Plan for additional guidance. ❖ Collect and disseminate emergency public information to ensure timely, accurate, and consistent messaging. ❖ Document and report actions taken by internal and external stakeholders during an emergency. ❖ Maintain a credible and effective working relationship with the media, ensuring timely access to verified information. ❖ Organize and facilitate press conferences as needed. ❖ Provide a Public Information Officer (PIO) representative to the Joint Information Center (JIC), if activated.
Energy and Utilities Services	FIU Facilities Management Department	❖ Coordinate with public works agencies to support the recovery and restoration of utilities following an emergency. ❖ Provide generator support services, including maintenance and fuel supply, to ensure reliable backup power. ❖ Refer to the Facilities Management Department Weather-Related Disaster Procedure for additional guidance.

Evacuation and Shelter-in-Place	FIU Police Department	❖ Recommend appropriate response actions such as evacuation or shelter-in-place, based on the nature of the emergency. ❖ Coordinate with university departments and first responders to facilitate the safe evacuation of affected building(s). ❖ Work with Housing and Residential Life to address the sheltering and mass care needs of student residents, if needed. ❖ Provide traffic control and support to ensure safe and efficient evacuation operations.
Fatality Management and Mortuary Services	<i>Miami-Dade Medical Examiner's Office</i>	❖ <i>Serve as the lead responsible for the identification and disposition of human remains in the event of a mass fatality incident.</i> ❖ <i>Coordinate the process of identifying and managing deceased individuals, including the potential request for Disaster Mortuary Assistance Teams (DMORT) in mass casualty events.</i> ❖ <i>Coordinate with university officials (i.e. if fatalities are criminal-related – FIUPD, if noncriminal related – FIU DEM)</i>
Firefighting/Fire Protection	<i>Miami-Dade Fire Rescue</i>	❖ <i>Coordinate with FIUPD to ensure access to campus facilities during emergency operations.</i> ❖ <i>Prioritize incidents and coordinate with supporting agencies and organizations to ensure an effective emergency response.</i> ❖ <i>Provide emergency medical services (EMS) personnel to support response and recovery efforts.</i>
Food, Water, and Commodities Distribution	FIU Office of Business Services	❖ Lead the Business Services Unit in the EOC during an emergency. ❖ Determine anticipated food and water needs and initiate procurement processes. ❖ Provide for the immediate food and water needs of individuals sheltering at FIU.

		❖ Coordinate with vendors and the Finance and Administration Section to acquire necessary food and water supplies. ❖ Ensure the distribution of food and water through both fixed and mobile feeding sites. ❖ Coordinate with the Logistics Section to secure transportation resources for moving supplies. ❖ Collaborate with the DEM to coordinate with university departments and external partners (e.g., Miami-Dade Department of Emergency Management) for the collection and distribution of commodities (e.g., N-95 masks).
Hazardous Materials	FIU Department of Environmental Health and Safety	❖ Lead the Hazardous Materials (HazMat) and Environmental Unit and may serve as Incident Commander in the EOC during an emergency. ❖ Coordinate with the Miami-Dade Fire Rescue HazMat Team(s) and other relevant agencies and organizations during emergency response operations. ❖ Inform and educate the university community on safety procedures during emergencies. ❖ Support the collection and compilation of damage assessment data. ❖ Address environmental concerns as part of debris management and damage assessment activities. ❖ Assist in evaluating structures for habitability following an incident.
Information Collection, Analysis, and Dissemination	FIU Department of Emergency Management	❖ Staff the Planning Section in the EOC during an emergency. ❖ Coordinate with stakeholders to develop and maintain a common operating picture. Refer to the SOP for Situation Awareness for additional guidance. ❖ Monitor evolving conditions and collect relevant information related to the emergency event.

		❖ Analyze and share information with appropriate stakeholders to support informed decision-making.
Law Enforcement	FIU Police Department	❖ Serve as the lead for the Law Enforcement Unit in the EOC during an emergency. ❖ Coordinate with university departments and external partners such as Miami-Dade Fire Rescue to support operations including fire suppression, hazardous materials response, security, traffic control, evacuations, and re-entry. ❖ Prioritize incidents based on severity and available resources. ❖ Coordinate and ensure adequate staffing of police officers for emergency response. ❖ Assist in damage assessment operations to support situational awareness. ❖ Provide disaster communications support to maintain information flow across agencies. ❖ Maintain communication with Miami-Dade Sheriff's Office and local municipal law enforcement agencies. ❖ Execute and manage mutual aid agreements to augment FIU law enforcement operations as needed.
Mass Care and Sheltering	FIU Housing and Residential Life	❖ Lead the Housing Section in the EOC during an emergency. ❖ Coordinate with university departments, such as the Office of Business Services, to secure food and water for sheltering operations. ❖ Address the sheltering and mass care needs of student residents. ❖ Provide regular status reports to the EOC throughout the incident.

Mutual Aid	FIU Police Department	❖ Coordinate with university departments to identify the resources needed for emergency response and recovery. ❖ Provide reasonable assurance that identified resources will be available and accessible when required. ❖ Coordinate with the Finance and Administration Section to establish appropriate compensation terms for the use of those resources.
Private Sector Coordination	FIU Office of Business Services	❖ Lead the Business Services Unit in the EOC during an emergency. ❖ Communicate university needs to vendors and members of the business community to support response and recovery operations. ❖ Coordinate with the Logistics Section to facilitate the transportation of resources as needed.
Public Health and Medical Services	FIU College of Medicine	❖ Liaise with the Florida Department of Health in Miami-Dade County to support coordinated public health efforts. ❖ Coordinate with FIU Health personnel and resources to address health-related needs during emergencies. ❖ Monitor and respond to public health issues and concerns affecting the university community. Refer to the SOP for Prevention and Protection Process for additional guidance. ❖ Disseminate timely and accurate health information to the university community.
Public Works and Engineering	FIU Facilities Management Department	❖ Serve as the Logistics Section Chief and provide operational support to the Logistics Section during emergency response and recovery. ❖ Coordinate with internal and external stakeholders to ensure timely and organized debris removal and disposal. ❖ Conduct university damage assessments following a disaster to support restoration efforts.

		❖ Perform emergency repairs to critical systems and infrastructure (e.g., water collection systems, damaged roadways). ❖ Address landscape management needs as part of recovery efforts. Refer to the FIU Landscape and Irrigation Manual for additional guidance.
Resource Management and Logistics	FIU Facilities Management Department	❖ Staff the Logistics Section Chief position in the EOC during an emergency. ❖ Support and coordinate the resource management system before, during, and after an emergency event. ❖ Refer to the FIU Resource Management Plan and the SOP for Resource Management Operations for additional guidance.
Search and Rescue	<i>Miami-Dade Fire Rescue</i>	❖ <i>Serve as the lead for urban search and rescue (USAR) operations during emergencies.</i> ❖ <i>Coordinate closely with the FIU Incident Commander, FIU Police Department, and other supporting agencies and organizations.</i> ❖ <i>Conduct physical search and rescue operations in damaged or collapsed structures and transportation incidents to locate and extricate victims.</i> ❖ <i>Administer immediate medical attention for life-threatening injuries.</i> ❖ <i>Carry out reconnaissance duties to assess damage and determine needs.</i> ❖ <i>Support disaster communications to ensure accurate and timely information flow.</i> ❖ <i>Coordinate with FIU to assist in the identification of missing persons.</i> ❖ <i>Execute specialized rescue operations, including diving and confined space rescues.</i> ❖ <i>Alert stakeholders (i.e. Miami-Dade Sheriff's Office, Medical Examiner, and FIU) of deceased victims.</i>

Transportation Systems and Resources	FIU Department of Parking, Sustainability, and Transportation	❖ Serve as the lead for the Parking and Transportation Unit in the EOC during an emergency. ❖ Cease transportation services as appropriate during an impending storm or hazard. ❖ Collect, analyze, and share information on the status of transportation infrastructure, including parking garages and lots. ❖ Manage transportation operations to support emergency response and recovery efforts. ❖ Preposition equipment and resources (e.g., signage) to assist with emergency operations. ❖ Support debris management efforts on university roadways. ❖ Assess transportation needs and coordinate the restoration of services post-incident.
Volunteer Management	FIU Department of Emergency Management	❖ Staff the Volunteer Management Unit in the EOC during an emergency. ❖ Coordinate and deliver just-in-time training to support response and recovery operations. ❖ Organize, deploy, and demobilize volunteers in accordance with the FIU Disaster Volunteers Program Guide.
Warning	FIU Police Department	❖ Respond to emergency calls from campus telephones, elevator phones, and emergency call boxes, as well as calls for service such as motorist assists, escorts, and securing or unlocking buildings. ❖ Issue FIU Alert notifications to the university community and/or specific building occupants as needed. ❖ Monitor fire and burglar alarms. ❖ Operate Florida Department of Law Enforcement and Miami-Dade information systems for authorized law enforcement purposes.

		❖ Staff the Operations Section Chief position and lead the Law Enforcement Unit; may also serve as Incident Commander for incidents involving criminal activity. ❖ Prioritize active incidents based on urgency and available resources. ❖ Collect and disseminate operational data through field operations and information systems. Refer to the SOP for Situation Awareness for additional guidance.
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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.

The Policy Group consists of senior executive level university administrators, determined by the President, 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. The IC 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 the Division of Operations and Safety/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. University department heads who may be tasked as the IC in a specific incident receive training and exercise their IC role during regularly scheduled tabletop exercises in the EOC.

FIU's EOC staff includes Vice Presidents, Associate and Assistant Vice Presidents, Department Directors, and other key personnel assigned specific roles during emergencies. All EOC staff are required to:

- Complete introductory Incident Command System (ICS) training (ICS 100 and ICS 700)
- Participate in regular tabletop exercises, based on the Department of Homeland Security's 15 all-hazards National Planning Scenarios and other identified threats relevant to FIU

These activities help ensure staff are prepared to support coordinated emergency response operations.

XIII. INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

A. INFORMATION COLLECTION AND ANALYSIS

During normal operations, the FIU Department of Emergency Management (DEM) continuously monitors conditions and collects information related to potential emergencies. This information is gathered from a variety of sources, including internal university departments, local, state, and federal agencies, community partners and first responders, and media outlets.

Collected information is analyzed and shared with appropriate stakeholders as needed. The types of information and sources vary depending on the nature of the potential emergency (e.g., weather events, public health threats, or security concerns).

The FIUPD also conducts situational monitoring and gathers intelligence data, notifying stakeholders when warranted. If an event arises that may require EOC activation, procedures outlined in this CEMP will be followed.

Once the EOC is activated, information from essential university departments and external partners at the local, state, and federal levels is continuously gathered and used to inform response and recovery

efforts. Maintaining situational awareness is a core function of the EOC and essential to effective decision-making.

B. PUBLIC INFORMATION AND OUTREACH

The FIU Division of Strategic Communications, Government and External Affairs (SCGEA) is the primary unit responsible for developing and disseminating information to the university community and the media before, during, and after an emergency. Press conferences are coordinated by SCGEA as needed.

Communication with the university community and the public may occur through university-wide email notifications. Social media platforms are also used to share timely updates and safety information. The FIU telephone hotline provides recorded messages with relevant updates. The university's main webpage is updated with emergency information and resources. Additionally, formal media releases are issued when appropriate.

SCGEA maintains a detailed communications plan and an internal listserv to support the implementation of a comprehensive communications strategy during any type of emergency. The FIU Emergency Notification and Crisis Communications Plan is tested during regularly scheduled semester tests of the university's emergency notification system, [FIU Alert](#). A copy of the plan is maintained by FIU DEM.

C. EMERGENCY NOTIFICATION

In the event of an imminent threat or dangerous situation that may impact the safety of the university community, FIUPD dispatch will issue an emergency notification via FIU Alert.

FIU Alert is the university's comprehensive emergency notification system, which includes:

- Text messages and voice calls to registered mobile devices.
- Emails.
- Audio and visual messages via the university's Voice over Internet Protocol (VoIP) phone system.
- Indoor and outdoor speakers.
- FIU's main website.
- Social media channels.
- Indoor and outdoor electronic message boards.

Additional information on FIU Alert can be found in the FIU Emergency Notification and Crisis Communications Plan.

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

Several university units, including the Division of Student Affairs, Facilities Management, and FIU Athletics, utilize two-way radios to support communication within their respective areas. These systems can also be leveraged during an emergency to maintain communication with the EOC.

The FIUPD uses 800 MHz radios that are interoperable with the Miami-Dade Sheriff's Office. DEM maintains a cache of 800 MHz radios that can be rapidly deployed as needed.

The EOC is equipped with redundant communication capabilities, including:

- 25 VoIP telephones.
- Five (5) analog phone lines.
- Two-way radios.
- One fixed satellite phone.
- A cache of deployable satellite phones.
- Cable and air TV antenna for media redundancy.
- Satellite data link to ensure data continuity if the university's IT infrastructure is compromised.

Additionally, the EOC is supported by a backup generator that can provide emergency power for up to 72 hours. Detailed information about FIU's emergency communications can be found in the FIU Emergency Notification and Crisis Communications Plan and the SOP for Emergency Operations Center.

XV. FINANCE, ADMINISTRATION, AND LOGISTICS

A. 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 Procurement 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 Federal Emergency Management Agency (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 to successfully request and receive reimbursement from FEMA. Additional information about the reimbursement process can be found in the SOP for Disaster-Related Expenditures Reimbursement.

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 with disaster-related expenditures should be clearly marked by the name of the event or the disaster declaration number assigned to it by FEMA (i.e., DR-1234). 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 [Office of the Controller](#) website.

B. LOGISTICS SUPPORT AND RESOURCE MANAGEMENT

Before or during emergency operations it may be necessary to identify and acquire resources in addition to the supplies and equipment generally on hand at the university. FIU departments will coordinate acquisition of additional or specialized resources and consult with the FIU Office of the Controller—Procurement Services.

The resources required to activate the university's emergency response coordination capabilities are outlined in the SOP for Emergency Operations Center. Additional emergency resources are detailed in the FIU Resource Management Plan.

To support implementation of the plan, the following chart identifies key resources and the corresponding FIU units responsible for their management:

Resource	Corresponding FIU Unit
Two-Way Radios	Department of Emergency Management
Weather Radios	Department of Emergency Management
Emergency Notification System	Police Department/Department of Emergency Management
Coordination Facilities	Department of Emergency Management
Communication Infrastructure and Support	Division of Information Technology

Police Personnel and Support	Police Department
Barricades and Signs	Department of Parking, Sustainability, and Transportation
Food and Water	Office of Business Services
Evacuation Shelter Supplies	Housing and Residential Life
Hazardous Spill Kit	Department of Environmental Health and Safety
Public Information	FIU Division of Strategic Communications, Government and External Affairs
Clinical Healthcare Staff	College of Medicine

The FIU Office of the Controller – Procurement Services can assist departments with the procurement of emergency resources. Once resources or equipment are received, responsibility transfers to the FIU unit assuming operational control of the resource.

FIU departments should make every effort to utilize internal inventories and vendor contracts before requesting external assistance or mutual aid. The FIU DEM can support departments in submitting formal resource requests through Miami-Dade County's WebEOC or the State University System of Florida, as outlined in the SOP for Resource Management Operations.

XVI. MITIGATION

Hazard mitigation planning is a key component of FIU's emergency management strategy. It involves identifying hazards the university is most susceptible to, analyzing the frequency and magnitude of those hazards, assessing vulnerabilities in infrastructure and the natural environment, and identifying mitigation actions and funding opportunities to reduce or eliminate future risks. FIU continually evaluates existing infrastructure for mitigation opportunities and incorporates appropriate mitigation measures in the design and construction of 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 LMS is a whole-community initiative that aims to reduce or eliminate long-term risks to human life and property from hazards. The LMS is a multi-volume, state- and FEMA-approved plan that documents the local mitigation planning process and identifies mitigation projects based on county-wide hazard risk and vulnerability assessments.

Projects must be included in the LMS plan to qualify for disaster funding. Eligible funding sources include the Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM) grants, Flood Mitigation Assistance (FMA), Severe Repetitive Loss (SRL), and Repetitive Flood Claims (RFC).

FIU has formally adopted the Miami-Dade County LMS and submitted eligible mitigation projects for consideration. For additional information, refer to the FIU Mitigation Plan.



Approximately 98% of all presidentially declared disasters in the U.S. are weather-related. The National Weather Service (NWS) StormReady® Program promotes preparedness by encouraging institutions to implement the best practices in emergency planning, education, and awareness.

To be designated as a StormReady® university, FIU must meet the following requirements:

- Maintain a 24-hour warning point and EOC.
- 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 earned its StormReady® designation in 2009 and has been recertified every three years by maintaining compliance with program requirements. This designation reflects FIU's commitment to improving preparedness for severe weather events.

C. CITIES READINESS INITIATIVE (CRI)

The [Cities Readiness Initiative \(CRI\)](#) is a federally funded program administered by the Centers for Disease Control and Prevention (CDC) to help major metropolitan areas prepare for large-scale bioterrorism events. The program is designed to ensure that affected populations receive appropriate medications within 48 hours of an incident.

Thirteen Florida counties participate in the CRI, including Miami-Dade, Broward, and Palm Beach. Under the CRI framework, Points of Dispensing (PODs) will serve as the primary method for distributing prophylactic medications from the Strategic National Stockpile to individuals who are healthy but potentially exposed.

FIU has partnered with the Florida Department of Health in Miami-Dade County to operate as a closed POD for students, faculty, staff, and their families. Additional information can be found in the CEMP Annex: Infectious Diseases.

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's COOP provides a university-wide framework for continuing essential functions despite disruptions, relocating personnel and operations if necessary, and minimizing impacts on the university's mission, personnel, and facilities.

Each FIU unit is required to develop a unit-specific COOP. While some emergencies may affect only a portion of the university, localized incidents such as a fire in the payroll department or a lab accident can significantly disrupt overall operations. These examples highlight the importance of unit specific contingency planning.

To support continuity planning, FIU uses [FIU Ready](#), a cloud-based continuity planning tool designed specifically for institutions of higher education. Training and resources to assist units with developing and maintaining COOPs are available on the DEM website under the "[Resources](#)" tab.

Unit COOPs must be reviewed annually by June 1. An effective plan should address the following key areas:

- Protection of human life.
- Identification and prioritization of critical functions.
- Development of plans and procedures to maintain operations during disruptions.
- Protection of critical equipment, records, and essential assets.
- Identification of alternate work locations.
- Succession planning and clear delegation of authority.
- Strategies to reduce recovery time and resume full operations.
- Training, testing and validation of the plan.

XVII. TRAINING AND EXERCISE

The FIU DEM maintains a comprehensive training and exercise program based on the Department of Homeland Security's 15 National Planning Scenarios and other vulnerabilities that may impact FIU, including severe weather, civil disturbances, and active shooter incidents.

These scenarios are part of the Department of Homeland Security's capabilities-based approach to implementing Presidential Policy Directive 8: National Preparedness. They represent a range of potential incidents—from terrorist attacks to natural, technological, and human generated disasters—and are intended to guide preparedness planning, capability assessments, and readiness evaluations across all levels of government.

Using these scenarios, DEM conducts regular tabletop exercises with the Policy Group and EOC staff. Each exercise tests portions of the CEMP, as well as FIU's response and recovery capabilities. An after-action review follows each exercise to identify gaps and recommend improvements to strengthen the university's overall preparedness posture.

In addition, DEM collaborates with local and state emergency response agencies to identify training opportunities that support the development of university personnel. The FIU Police Department, which staffs a seat in Miami-Dade County's Divisional EOC, participates in annual and ongoing training programs to ensure operational readiness. For more information, refer to the FIU Training and Exercise Plan.

XVIII. PLAN DEVELOPMENT, MAINTENANCE, AND REVISIONS

The Florida International University Comprehensive Emergency Management Plan will follow the procedures delineated in the SOP for Plan Development, Maintenance, and Revisions.

XIX. GLOSSARY

Term	Definition
Activated	The Comprehensive Emergency Management Plan (CEMP) has been implemented in whole or in part due to an emergency. This also applies to activating the Emergency Operations Center (EOC) with trained staff and necessary equipment.
After Action Report (AAR)	A written report developed after an After-Action Review, documenting findings, identifying areas for improvement, assigning responsible parties, and setting deadlines for implementation.
After Action Review	A facilitated meeting involving all participants of an event or exercise to identify strengths and areas for improvement, which are documented in an After-Action Report.
Alternate Worksite	A backup work location used when the primary work location is inaccessible.
Command Post	A designated area staffed by personnel, typically FIUPD, responsible for directing and coordinating resources in response to an incident.
Comprehensive Emergency Management Plan	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. The CEMP does not contain departmental standard operating procedures.

Continuity of Operations Plan	The document developed by individual university units that details the plans, procedures and resources needed to ensure continuance of minimum essential functions during emergencies.
Critical Function	Activity or process that cannot be disrupted for several days without having a significant negative impact on the university.
Critical Records	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.
Declaration	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.
Disaster	A sudden event that causes significant damage, suffering, and loss of life.
Emergency	A situation or event requiring an immediate response to protect life and property, such as natural disasters, explosions, or hazardous material releases.
Emergency Operations Center	A pre-determined physical location with communications equipment and trained staff where university administration and staff direct and control an emergency.
Emergency Operations Center Staff	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.
Exercise	A simulated emergency scenario that tests an organization's emergency preparedness, response and recovery capabilities to identify areas of strength improvement.
Federal Emergency Management Agency	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.
FIU Alert	FIU's emergency notification system used to alert the community of any imminent or immediate threat to life safety. It uses multiple methods of communication, including phone calls, text messages, emails, outdoor speakers, VoIP phones, emergency callboxes,

	social media, electronic message boards, and the FIU main website.
Hazard	A danger or risk that has the potential for causing damage to life, property or the environment.
Hazardous Material	Substances defined by the EPA as toxic, flammable, corrosive, or reactive, requiring special handling due to public health or environmental risks.
Incident Action Plan	A document outlining incident objectives, organizational structure, resource allocation, assignments, and safety information.
Incident	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.
Incident Command System	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.
Logistics	The coordination of procuring and supplying facilities, equipment and services in support of an emergency.
Memorandum Of Understanding	A written understanding between two or more entities providing specific assistance and/or resources before, during or after a disaster.
Mitigation	Any action taken to reduce or eliminate the risk to life and property from hazards. Mitigation efforts are typically cost-effective measures to lessen disaster impacts.
Mutual Aid	Pre-arranged assistance provided by one entity to another when resources are inadequate to manage an emergency.
Mutual Aid Agreement	A written agreement between two or more parties to provide personnel, equipment, or resources before, during, or after a disaster.
National Incident Management System	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.
National Response Framework	A FEMA-developed guide that outlines how the whole community works together to respond to disasters. It is one of five National

	Planning Frameworks and covers capabilities required to save lives and protect property and the environment.
Point of Dispensing	A staffed location designated for the mass distribution of prophylactic medications during a public health emergency or biological threat.
Point of Distribution	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.
Preliminary Damage Assessment	A 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.
Preparedness	A continuous cycle of planning, training, equipping, exercising, evaluating and improving efforts to ensure readiness for an emergency.
Recovery	Long-term activities following an emergency focused on returning operations and systems to normal. This phase often includes implementation of mitigation measures.
Response	Immediate actions taken to save lives, protect property, and meet essential needs during an emergency.
Standard Operating Procedure (SOP)	A set of detailed instructions to guide personnel in performing routine operations efficiently and consistently.