

March 2023

**Department of Emergency  
Management Strategic Plan  
2020 – 2025**



**EMERGENCY OPERATIONS CENTER**

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# HANDLING INSTRUCTIONS AND APPROVAL

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The Florida International University Department of Emergency Management and the members of the University Safety Council were primary contributors to this planning document. This document is **For Official Use Only (FOUO)**. The following individuals have prepared, contributed, and approved this version of the document:

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# EXECUTIVE SUMMARY

Florida International University (FIU) has quickly become one of the nation’s leading public research universities. FIU is the second largest university in Florida and the fourth largest university in the nation. The majority of FIU’s operations are located in Miami, Florida, one of the most vulnerable cities to hurricanes due to its location.

The Department of Emergency Management (DEM) is responsible for developing and maintaining a comprehensive, all-hazards emergency management program to protect students, faculty, staff, visitors and university infrastructure. The purpose of this strategic plan is to identify the goals and strategies that DEM seeks to accomplish over the next five (5) years that will further strengthen the University’s resiliency against natural and human-generated disasters.

DEM scheduled a strategic planning meeting on August 2, 2019. The meeting allowed for the department to review and assess the goals outlined in the *2016 – 2021 DEM Strategic Plan*, brainstorm future strategic goals, and identify how DEM will measure success. Once goals were identified, the department aligned them with the FIU Next Horizon 2025 Strategic Plan. Specifically, DEM’s goals associated closely with the university strategic plan’s priority: “Assure Responsible Stewardship.”

- G1: Establish a flexible workforce structure in support of efficiency, productivity, and retention
- G2: Ensure that all investments are in support of the university and its mission
- G3: Optimize operations and sustainability performance

The following table summarized the department’s 2020 – 2025 Strategic Plan:

Department of Emergency Management 2020-2025 Strategic Plan Summary & Alignment				
DEM Strategic Priorities	Strategic Goals	Performance Goals	FIU Next Horizon 2025 Strategic Plan	Achievement
Preparedness	Goal 1: Enhance University Preparedness	Attain EMAP reaccreditation by 2024.	G2, G3	
		Hire additional staff positions by 2025.	G1, G2	
		Establish an internship program by 2021.	G1, G2	The internship program was established in 2021 and continues offering Academy of International Disaster Preparedness (AIDP)



				students valuable hands-on experience.
		Further develop the Disaster Volunteers Program by establishing partnerships and maintaining recruitment.	G1, G2	DEM actively recruits for volunteers at the start of the Fall and Spring Semester. DEM has developed training schedules and maintains partnerships with internal and external departments that aid in training and exercise opportunities.
Response	Goal 2: Improve Response Capabilities	Train Emergency Operations Center Planning Section and Section Chiefs on the use of WebEOC® by 2022.	G3	Planning section staff members and Section Chiefs completed the training and confirmed access by June 2022.
		Have a fully functional alternate EOC (equipment, plans, testing) by 2023.	G2	
		Complete FIU EOC renovations by 2021.	G2	By December 2021, the EOC renovations were complete and DEM staff relocated to the new space.
Recovery	Goal 3: Enhance Recovery Efforts	Test the University-Wide Recovery Plan by 2022.	G3	The University-Wide Recovery Plan was tested throughout the COVID-19 Pandemic.
		Further develop, train, and test the museum and library recovery plans by 2023.	G3	Due to COVID-19, the projected timeframe was postponed to 2023. February 2023, DEM hosted a Frost Art Museum unit-level tabletop exercise.
Mitigation	Goal 4: Develop Mitigation Strategies	Conduct a threat and hazard identification and risk assessment every two years.	G3	A threat and hazard identification and risk assessment was conducted to collect stakeholder input by March 2023.
		Close out the projects outlined in the 3-Year FIU Infrastructure Plan by 2021.	G2, G3	The projects outlined in the 3-Year FIU Infrastructure Plan concluded which included hardening



				buildings and the renovated EOC.
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# MESSAGE FROM THE DIRECTOR

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I am pleased to present the 2020-2025 strategic plan for the Division of Operations and Safety's Department of Emergency Management. As the paradigm in higher education shifts in content, delivery and funding, Florida International University recognizes the opportunity this shift presents to rethink how best to continue our mission of preparing the next generation of students with the skills necessary to meet future challenges. The Department of Emergency Management is excited to be a part of this process as we continually assess and adjust to strengthen our foundation as a leader in progressive emergency management and disaster resiliency.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to be 'AB' followed by a long horizontal stroke.

Amy B. Aiken, CEM®  
Assistant Vice President, Operations and Safety  
Director, Emergency Management

# WHO WE ARE

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Florida International University (FIU) has quickly become one of the nation’s leading public research universities. According to U.S. News & World Report, FIU is ranked as one of the top 100 public universities in the country. There are 24 programs ranked among the top 100. Known as a university with one of the largest international student bodies and faculty, FIU is the second largest university in Florida and the fourth largest university in the nation. In 2021, FIU enrolled more than 58,000 students. FIU’s student, faculty, and staff population is greater than the populations of 26 of 67 counties in the state of Florida. FIU is home to the Herbert Wertheim College of Medicine, FIU College of Law, three museums, and multiple regional academic locations. A hospitality management program in Tianjin, China in cooperation with Tianjin University of Commerce is one of many degree programs offered abroad. The majority of FIU’s operations are located in Miami, one of the most vulnerable cities to hurricanes due to its location.

**FIU is 1<sup>st</sup> in the nation in awarding bachelor’s and master’s degrees to Hispanic students.**

FIU is classified as a “R1: Doctoral Universities – Very high research activity” by the Carnegie Foundation for the Advancement of Teaching. The University 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 Alternative Breaks programs.

- FIU NEXT HORIZON 2025 PRIORITIES**
- 1. Amplify Learner Success & Institutional Affinity**
  - 2. Accelerate Preeminence & Research and Innovation Impact**
  - 3. Assure Responsible Stewardship**

The University has a significant responsibility to its community to ensure that it is prepared to face adverse situations and be resilient against emergencies and disasters that may interrupt normal operations at any of its locations. The Department of Emergency Management (DEM) is responsible for developing and maintaining a comprehensive, all-hazards emergency management program to protect students,

faculty, staff, visitors and university infrastructure. The program has a robust training and exercise schedule and strives to have adequate plans and procedures in place to mitigate against, plan for respond to, and recover from a large-scale emergency or disaster. Our priorities are to protect life, ensure safe working conditions, and resume normal operations as quickly as possible following any major disaster or large-scale emergency.



# FIU Next Horizon **2025** **STRATEGIC PLAN**



# STRATEGIC PLAN FRAMEWORK



## **Our Mission...**

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

## **Our Vision...**

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

## **Purpose of Strategic Plan...**

To identify the goals and strategies the Department of Emergency Management seeks to accomplish over the next five (5) years that will further strengthen the University's resiliency against natural and human-generated disasters.

# STRATEGIC PRIORITIES

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



EMERGENCY MANAGEMENT CYCLE

# GOAL 1: ENHANCE UNIVERSITY PREPAREDNESS

## DEM WILL MAINTAIN ACCREDITATION THROUGH THE EMERGENCY MANAGEMENT ACCREDITATION PROGRAM

In 2019, the FIU emergency management program was granted full accreditation status by the Emergency Management Accreditation Program (EMAP). EMAP is an independent non-profit organization that fosters

excellence in emergency management programs by establishing rigorous industry standards for programs to implement and follow. Accreditation represents a significant achievement and commends the work accomplished to achieve compliance with industry standards. To maintain accreditation, DEM will have to comply with the sixty-four industry-recognized standards, upkeep emergency plans and planning products, report progress to the EMAP Commission each year, as well as enhance university emergency plans by developing hazard-specific annexes.

Performance Goal: Attain EMAP reaccreditation by 2024.

## INCREASE DEM STAFFING LEVELS

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

Performance Goal: Hire additional staff positions by 2025.

### PLANNER II

The FIU Ready program is one of many continuity planning tools used by DEM to maintain normal university operations in the face of disruptive events. There are more than 200 departmental continuity plans stored on FIU Ready. This person will be responsible for maintaining the university continuity of operations plan (COOP) and activities. The individual will further develop the university and department COOPs, train faculty and staff on their plan, work closely with university units to address resource needs, and testing of their departmental COOPs.

### TRAINING AND EXERCISE COORDINATOR

Administrative staff participate on a regular basis in all-hazard exercises to ensure that timely decision making and appropriate actions are taken. The needs filter down to all university units to instill a culture of preparedness and enable better response and a quicker recovery. This position will work with special event committees, regional academic locations, museums, local,



state, and federal agencies, and private and non-profit organizations to conduct necessary training, exercises, after- action reports, and strengthen internal and external partnerships and collaborations culminating in a full-scale exercise for the University.

## INCREASE DEM STAFFING LEVELS

As an institution of higher education with a strong emergency management program and existing local, state, and federal partnerships, a solid undergraduate and/or graduate internship program in emergency management is warranted, not only to prepare tomorrow's leaders, but to tap into the potential that exists within our students. It is the goal of DEM to create meaningful internships. An internship program also provides an opportunity for DEM to partner with FIU's Academy for International Disaster Preparedness.

**Performance Goal: Establish an internship program by 2021.**

## DISASTER VOLUNTEERS

As part of the 2017 Hurricane Irma After-Action Review, the University found it imperative to better engage the University community as well as provide support necessary to effectively activate and run emergency operations such as sheltering. An adequate and trained workforce is one of the most critical elements of a successful operation. With the support of the Office of the President, DEM will introduce and manage the FIU Disaster Volunteers Program. The Disaster Volunteers is a cadre of trained and motivated FIU students, faculty, and staff who may be called upon to assist the University with sheltering operations, administrative services, logistical support, call center operations, or other disaster-related tasks either before, during, or after a disaster. Volunteers are trained in topics such as hands-only CPR/Stop the Bleed, shelter operations, poison hazards, extreme weather, etc. DEM will enhance the program by

**Performance Goal: Further develop the Disaster Volunteers Program by establishing partnerships and maintaining recruitment.**

establishing internal and external partnerships, continue to recruit volunteers each year, and leverage technology to better administer the program.



## GOAL 2: IMPROVE RESPONSE CAPABILITIES

### WEBEOC TO ENHANCE EMERGENCY MANAGEMENT COORDINATION

Staying current with advancing and changing technologies is important to the University's ability to respond quickly and effectively to a disaster. WebEOC® is a web-enabled collaborative crisis information management system designed to provide real-time situational awareness to any authorized user, anywhere. The application is used to support the management of all-hazards

incidents or planned events. WebEOC® status boards provide the ability to create, post, transmit, and share information. Other boards include activity log, significant events, incident action plan, agency situation report, EOC situation report, and resource request/mission task.

Performance Goal: Train Emergency Operations Center staff on the use of WebEOC® by 2022.

## CONTINUE TO ENHANCE THE ALTERNATE EOC

An alternate EOC location has been established at our Biscayne Bay Campus (BBC). BBC is located on Biscayne Boulevard in North Miami and the campus is nearly 200 acres and hosts about 7,000 students. A series of exercises have been conducted at this alternate EOC location to further test the capabilities of the room and technology. Resources need to be purchased to develop its functionality. Additionally, activation and deactivation procedures needs to be drafted. Another exercise needs to be conducted to continue to train staff and identify and address needs.

Performance Goal: Have a fully functional alternate EOC (equipment, plans, testing) by 2023.

## GOAL 3: ENHANCE RECOVERY EFFORTS

### TEST THE UNIVERSITY-WIDE RECOVERY PLAN

Recovery is the most lengthy and complex area of emergency management and often not thought about enough until after a disaster strikes. Following a disaster, FIU will immediately mobilize all of its resources to restore operations and return to normal. In 2018, with funding support from Miami-Dade County Office of Emergency Management, DEM developed a uniquely- designed, comprehensive university-wide recovery plan. The plan included a wide-array of standard operating procedures addressing the University's essential functions. DEM hopes to test the plan by 2022.

Performance Goal: Test the University-Wide Recovery Plan by 2022.

### DEVELOP AND TEST MUSEUM AND LIBRARY RECOVERY PLANS

Performance Goal: Further develop, train, and test the museum and library recovery plans by 2023.

The FIU has three museums: 1) The Patricia & Phillip Frost Art Museum on MMC, 2) Wolfsonian-FIU Museum in Miami Beach, and 3) the Jewish Museum of Florida-FIU in Miami Beach. Additionally, FIU has six libraries: 1) Green Library (FIU's main library) on MMC, 2) Glenn Hubert Library on BBC, 3) the Wolfsonian Library at the Wolfsonian-FIU Museum, 4) the Engineering Library at the Engineering Center, 5) the Law Library on MMC, and 6) the Medical Library on MMC. These facilities have distinctive disaster recovery challenges such as insurance, material collections preservation, and security. DEM

has been working with museum and library staff to further develop their emergency plans. DEM hopes to train staff and eventually, test recovery plans.



## GOAL 4: DEVELOP MITIGATION STRATEGIES

### CONDUCT A COMPREHENSIVE THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT

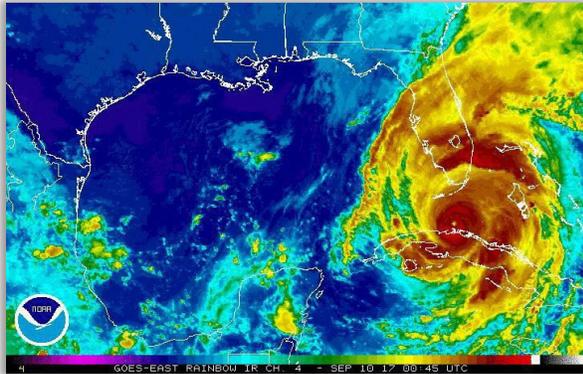
As the University increases in size and scope of its operations, continually assessing the threats and hazards that may impact operations and effect our most important resource, our people, becomes more complex. DEM has conducted a threat and hazard assessment and has taken

**Performance Goal: Conduct a threat and hazard identification and risk assessment every two years.**

steps to develop plans to address those hazards and threats. It is critical to continue to conduct a comprehensive threat and hazard identification and risk assessment every two (2) years so that the University has a better sense of the University's strengths and vulnerabilities and strategies to address them.

## WORK WITH UNIVERSITY INFRASTRUCTURE COMMITTEE TO IMPLEMENT MITIGATION STRATEGIES

Mitigation is a way to lessen the impact of a disaster on a community through preparedness, structural hardening and infrastructure projects. 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. FIU is a member of the Miami-Dade County LMS and has submitted projects to be included on the County's list of mitigation projects. DEM is also a member of the University Infrastructure Committee. The goal is to closely collaborate with FIU Facilities Management Department and other stakeholders to identify, prioritize, and implement mitigation strategies that will protect the University's growing infrastructure. Following Hurricane Irma (2017), the



University Infrastructure Committee identified infrastructure hardening projects that the University would invest in within the next three years. Projects include purchasing bathroom and shower trailers, fuel trailers and tanks, hurricane shutters, and generators. These projects are expected to be completed by 2021. Additionally, the University Infrastructure Committee and DEM hopes to identify new mitigation projects and opportunities.

Performance Goal: Close out the projects outlined in the 3-Year FIU Infrastructure Plan by 2021.

## PLAN DEVELOPMENT, MAINTENANCE, AND REVISION

The FIU Department of Emergency Management 2020 – 2025 Strategic Plan will be developed, evaluated, maintained, and revised in accordance to the schedule and procedures set forth in the **Standard Operating Procedures for Plan Development, Maintenance, and Revision**.