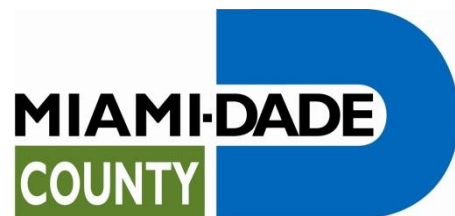**Miami-Dade County, Florida Emergency Operations Center (EOC)**

Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.) Manual - Volume I Background and Development

MIAMI-DADE COUNTY

Delivering Excellence Every Day

June 2013

1   INTRODUCTION

Volume I of the Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.) manual describes the background, mission, and implementation of this pilot project within Miami-Dade County. This manual offers suggestions on how to promote collaboration between Faith-Based and Community Organizations (FBCOs) and County emergency management to maximize their efforts within the community. It does not aim to cover all aspects of emergency management or dictate particular protocols that communities should adopt. Instead, this manual offers an overview of the overriding principles, themes and avenues for action that have been developed through M-D C.O.R.E.

1.1   Whole Community

The "Whole Community" approach is a means by which residents, emergency management, local officials, private businesses, non-profit organizations, and faith-based organizations can collectively understand and assess the needs of their respective communities, determine the best ways to organize resources, and be ready when an emergency occurs. The goal of the "Whole Community" approach is to build community resilience and nurture capacity building. Miami-Dade County Emergency Management has embraced this approach through the creation of multiple coalitions that seek to bring community partners into the continuum of emergency management in planning for, responding to and recovering from disasters. One such coalition is M-D C.O.R.E.

1.2   Background

To advance a "Whole Community" approach to emergency management, the Department of Homeland Security's (DHS) Center for Faith-based & Neighborhood Partnerships looked to partner with Miami-Dade Emergency Management by funding phase II of the "Building Resilience with Diverse Communities" project. Branded as Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.), the project was designed to identify how to most effectively identify and integrate assets throughout the community to prepare for disasters. It aimed to develop a model for how to strengthen community resilience that could be replicated in other locales. The four phases of the projects were:

1. A desk study reviewing the available research, including examples of ways to increase the engagement and coordination of faith-based and community organizations in disasters.
2. An analysis of existing social networks, known as "social network mapping," for the Miami-Dade Community.
3. An organizational assessment phase, including an inventory of the assets that key groups possess—infrastructure and human resources—that could be used in responding to a disaster.
4. An engagement phase to enlist organizations throughout the whole community in the effort.[1]

Essential to the project was determining how to engage diverse populations, including those that may be marginalized, for the purpose of maximizing emergency preparedness, response and recovery. The project

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[1] Ed Peaco, "Presence and Insights into Implementing "Whole Community" Preparedness and Response," *Inside Homeland Security* (Winter 2011): 29-36.

targeted seven specific populations: low-income disadvantaged residents; seniors; immigrants, those with limited English-speaking abilities; those representing minority faith traditions; youth; and the homeless.

1.3   Key Objectives

The project aimed to achieve the following objectives:

1. Identify challenges and opportunities in engaging leaders and constituents of diverse groups.
2. Identify capabilities and capacities diverse groups can bring to an emergency situation.
3. Develop a network of newly affiliated groups (representing any of the seven target areas) who can partner with emergency management somewhere along the continuum (preparedness, response, recovery, mitigation).
4. Directly affiliate the network with the emergency management system.

2   IMPLEMENTATION

2.1   Strategy/Tasks

A plan for implementing a strategy to meet the stated objectives required consideration of the target populations, the capabilities of prospective affiliates, and the need for program sustainability.   The approach taken to create and maintain M-D C.O.R.E. included:

Identifying Potential Affiliates
In order to identify the program's target populations, census and planning & zoning department information was used to locate concentrations of these groups within the county. In Miami-Dade County, emergency management analyzed "the most underserved communities applying the criteria of: low household income, high percentage of poor populations with children under 18 years of age, female-only heads of household with children, high percentage of elderly and immigrant populations, among others." Based on the results, Miami Dade Districts 1, 2, 3, 5, 8, and 9 were chosen as the outreach areas for Year One.[2]

For Year Two, the focus has been broadened to include the targeting of mega-churches and pre-established networks. This additional focus takes into account the value of force multipliers and the benefit of utilizing existing relationships between organizations to broaden the program's reach.

Once the target areas were selected, an internet search was performed to identify FBCOs within the chosen areas. From available databases, web addresses of FBCOs were obtained. A review of the organizations' websites was then conducted to determine their overall mission, community outreach, and disaster services provided.

In addition to internet searches, potential affiliates were identified by "word of mouth." Whether through established contacts or through meetings with potential affiliates, additional organizations were identified.

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[2] 3-Sixty, *Final Report* (2011), p. 2.

Outreach and Assessment

In preparation for the initial contact with potential affiliates, and in order to maintain consistency of message, a telephone script was drafted. This script was designed to be clear and concise so as not to overwhelm the recipient with details, but at the same time briefly describe the mission and benefits of M-D C.O.R.E. During these conversations, and depending on the response, Miami-Dade Emergency Management (MDEM) may seek clarification on the disaster services provided by the organization in order to gauge whether that organization's mission and services align with the mission and objectives of M-D C.O.R.E.

Depending on the results of the telephone conversation, the MDEM representative may request an in-person meeting in order to conduct a more detailed assessment of the organization's resources and capabilities. These assessments are used to ascertain: 1) an organization's capability to be involved in the emergency management continuum, and 2) the organization's unique needs, resources, assets and strengths. As these assessments are completed, and depending on the results, it may be necessary to adjust the assessment tool to ensure that all areas specific to that particular organization are addressed.

While telephone assessments are helpful, in-person meetings are more conducive to building a rapport and exchanging information. For instance, eye contact and body language can convey a sense of sincerity that may be difficult to demonstrate over the phone. In-person meetings also offer the opportunity to assess locations which may be used for sheltering, feeding support, Points of Distribution (PODs), and Disaster Assistance Centers (DACs). It is important to note that, although some locations have the ability to be multi-functional, organizations may be encouraged to focus on only one or two of these functions.   The purpose of this is so that the organization can concentrate on the activities addressing the most important need(s) of their community.

Communication and Engagement

A key to the sustainability of M-D C.O.R.E. lies in the effective engagement of its partners. Starting with the initial outreach and assessment of a potential affiliate, a focused effort is needed in order to elicit "buy-in", obtain feedback, and establish a rapport with, and between organizations.

A series of scheduled meetings was developed in order to introduce the prospective affiliates to emergency management and to educate them on what it means to be an affiliate. These sessions featured subject matter experts and partner agencies. Discussion topics included "A Dialogue on Volunteers and Managing Donations," as well as a discussion on areas of emergency management where affiliates can provide support. Groups were asked to assess their resources and areas of interest, and to find their niche within the phases of emergency management so that they can clearly identify how they wish to affiliate with M-D C.O.R.E. Subsequent session topics and presenters were determined based on the results of the assessments and areas of intended affiliation.

An important benefit to engagement sessions is that they offer an opportunity for organizations to network and build relationships. With similar missions and challenges, these organizations can learn from each other while sharing both information and resources. This collaboration between affiliates and with county emergency management will help maximize the impact of their efforts within the community.

In addition to engagement sessions, MDEM maintains contact with affiliates through a published newsletter emailed to organizations on a routine basis. These newsletters provide valuable information with regard to emergency management, highlight affiliates' achievements, and inform the reader of upcoming training opportunities and meetings. To foster a sense of partnership, affiliates are encouraged to provide information on their activities that may be shared with the other organizations via the newsletter.

Other forms of communication between MDEM and affiliates include phone calls, email, "communication blasts," and a web-based resource and networking tool. These methods are extremely important to providing needed information, and potentially activating organizations, during an emergency. (Refer to "Resource Tools" section for more information on the web-based application.)

Capabilities Training and Technical Assistance with New & Existing Groups

Based on assessment results, training programs were designed to enhance an organization's ability to meet their desired area of affiliation. The curriculum consists of existing trainings taught by both staff and partner agencies. It was our goal to make available to the affiliates training opportunities that would enhance their skills and knowledge in preparedness, response, and recovery. A list of the available trainings can be found in Appendix 4.

Groups have been, and will be, incorporated in yearly exercises and drills that focus on testing their continuity of operations and response capabilities. By involving organizations in these opportunities, we expect that they will become more efficient in preparedness, response, and recovery activities. To date, several of the organizations have been involved in exercises and/or drills that have included the private sector as well as local, state, and federal government.

Affiliation

The process of affiliation involves organizations agreeing to partner with emergency management in order to provide certain services and support to the community to prepare for, respond to, recover from or prevent damage (mitigate) resulting from disasters. An organization can affiliate or partner with emergency management in one or more ways along the emergency management continuum (See Figure 2.1). These areas of affiliation are:

- Feeding Support
- Translation Services
- Disaster Preparedness
- Shelter Operations
- Commodities Distribution
- Warehousing
- Community Volunteers

- PODs
- CERT
- Childcare in Disasters
- Mitigation/Recovery
- Mass Communications
- Counseling
- DACs

Figure 2.1 – Area of Affiliation along the Disaster Continuum
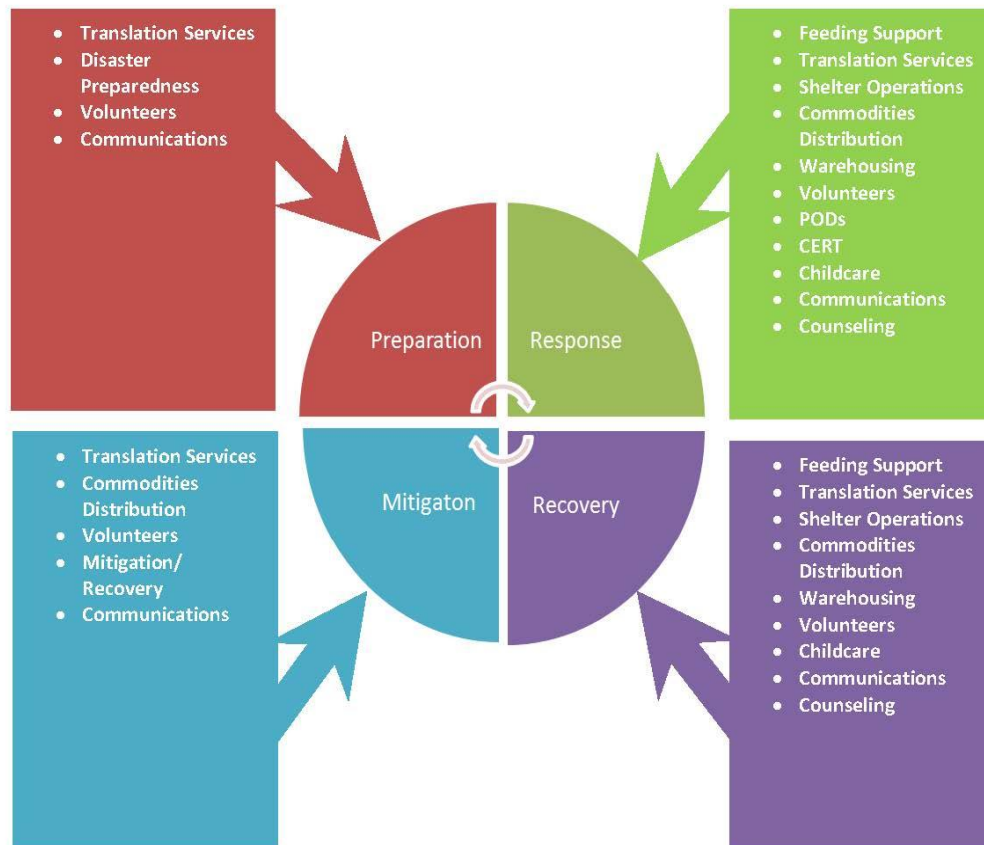
An organization's area of affiliation depends on the results of the capabilities assessment as well as the organization's preferred area of service. The determination of the area of affiliation is based on each organization's resources and the needs of the community it serves.

Organizations that are in the process of affiliating with emergency management are provided with a binder which includes general tabbed areas covering General Overview, Preparedness, Response, Recovery and Mitigation, Contacts, as well as a tailored tab for "Your Affiliation," listing the recommended area of affiliation and required training modules to be completed.[3]

"Direct affiliation" means the groups' assets and strengths are known; they have taken the necessary training, licensing, etc.; they are credentialed for partnership either with the emergency management or one of its known partners (e.g., the American Red Cross) and they are listed with MDEM as a group that can be activated in times of disaster.[4]

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[3] *Ibid.*, p.11.
[4] *Ibid.*, p. 6.

Standard Operating Procedures (SOPs)
In order for M-D C.O.R.E. affiliates to be incorporated into the county's preparedness, response, and recovery activities, current SOPs need to reflect the roles and responsibilities of these new partners. Incorporating M-D C.O.R.E. into SOPs involved a two-step approach:

As the areas of affiliation correlate with particular Emergency Support Functions (ESFs)[5], the SOPs of the corresponding ESFs are updated to reflect these new partners and resources. MDEM planners and coordinators that are leads for the applicable ESFs were consulted on what is needed in order to assimilate these organization into the ESF process and how best to utilize them during a disaster.

The ESFs in which the affiliates were matched included:

- ESF 6 – Mass Care
- ESF 7 – Resource Support
- ESF 8 – Health & Medical
- ESF 14 – Public Information
- ESF 15 – Volunteers & Donations

(See Appendix 5 for table reflecting the number of affiliates per ESF.)

The SOP updates addressed how individual affiliates are integrated into the existing ESFs. The other step involved drafting an SOP that defines the overall mission of M-D C.O.R.E. while:

- Outlining the roles and responsibilities of the M-D C.O.R.E organizations.
- Outlining how M-D C.O.R.E. is activated and its operations.
- Identifying a system of notification for M-D C.O.R.E. members.
- Determining each organization's primary function based on the severity and type of disaster.

Resource Tools
MDEM has developed a faith-based and community organizations' resource and networking database that plays an important role as a partnership tool, allowing users to work together to extend the capacity of the community. The overall purpose of this database is to coordinate efforts in the activities surrounding the preparation for, response to, and recovery from disasters. (See Volume III for instructions on how to use the M-D C.O.R.E. Database.)

Users of the database have the ability to:

1. Upload and maintain their organization's profile.
2. Document available resources.
3. Report on facility operations capabilities.
4. View the profiles of other affiliates.
5. Communicate and network between groups utilizing email and message board.
6. Advertise special events.

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[5] Miami-Dade County Emergency Management's ESF Structure is parallel to the Florida Division of Emergency Management's ESF Chart. See http://www.floridadisaster.org/emtools/esf.htm.

7. View online training and documents via a file library.

The search function of the database allows administrators and users the ability to identify affiliates using specified search criteria. This information is valuable both pre- and post-disaster to coordinate activities. Decisions regarding which affiliate(s) to activate during a disaster will be determined by the information contained within the database.

Elements of the database such as the message board, document library, and a link to initiate email serve as a means of keeping affiliates informed while offering tools to enable organizations to build a rapport with one another. These relationships will contribute to the sustainability of M-D C.O.R.E. and are crucial in building resilient communities.

3   RESULTS

As of May 2013, there are 110 FBCOs affiliated with M-D C.O.R.E. These affiliates are spread throughout the County and offer a range of disaster services to their communities. Examples of the resources and services made available by M-D C.O.R.E. affiliates include:

- The ability to provide 18,000+ meals per day during a disaster.
- Shelter for 6,300+ M-D County citizens/volunteers.
- Approximately 4,000 community volunteers.
- Six Type III POD sites.

Additionally, there are M-D C.O.R.E. affiliates that have completed Community Emergency Response Team (CERT) training and have been assigned teams within their communities.

There has been a substantial increase in the number of M-D C.O.R.E. affiliates since the program's inception in 2011. We have found that current affiliates are a good resource for identifying new affiliates as they spread the mission of M-D C.O.R.E. throughout the County.

Figure 3.0 – C.O.R.E. Affiliate Expansion
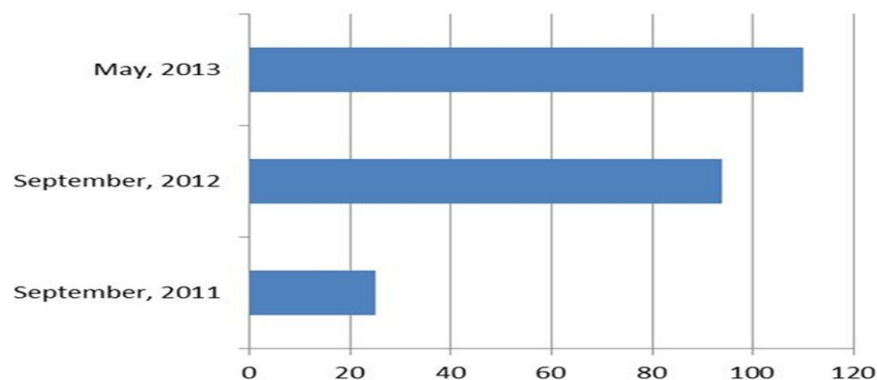
As the number of affiliates grows, so does the ability to keep communities informed. M-D C.O.R.E. partners have regularly scheduled programming on South Florida media affiliates, such as TV and radio, and disseminate print (e.g. newspapers and newsletters) and electronic media to their congregations and members. These information mediums will assist MDEM in relaying emergency management notifications to communities pre- and post-disaster.

4   LESSONS LEARNED / MAINTAINING M-D C.O.R.E.

- *Time & Timing* – Given that strong relationships are key to the implementation and sustainment of M-D C.O.R.E., sufficient time needs to be allowed for outreach and engagement sessions. Meetings with these FBCOs provide an opportunity to exchange information and establish a rapport. This is an important process that should not be rushed. Also, as many of these organizations are faith-based, the scheduling of engagement sessions and training needs to take into consideration religious holidays and services.

- *Force Multipliers & Umbrella Organizations* – Existing networks of FBCOs provide an opportunity for county emergency management to reach multiple organizations through a single contact. As a trusted agent among its peers, the network contact can provide validity to M-D C.O.R.E. while assisting in the expansion of MDEM's outreach efforts. In addition, the network's existing structure allows communication to flow more efficiently.

- *Demonstrating Commitment/Managing Expectations* – During the initial engagement and assessment phases, numerous participants demonstrated a sense of doubt regarding the government's (at all levels) intent of the program and commitment to their communities. This made it crucial to constantly reaffirm M-D C.O.R.E.'s mission through email, phone calls, engagement sessions, training, and newsletters. It is also important that messaging is clear and consistent to overcome this pre-existing doubt. With a demonstrated focus on keeping affiliates informed, managing expectations, and following through on commitments, some of this doubt should dissipate.

- *Training Expectations* - The completion of training is a perfect pyramid where members with the most resources were the first to complete all their required training at the top. From experience, we found that the inability of some groups to complete training on time may not be a reflection on their commitment to the movement or to continuing their efforts in disaster preparedness and recovery.[6] We further found the issue in many instances is language. Providing training in multiple languages, including that for the sight and hearing impaired, may facilitate the more timely completion of coursework.

- *Revising Assessment Instrument* – During the assessment process, primarily during telephone conversations, we found the assessment to be too broad and perhaps lengthy. Revisions were made to be more specific toward the services that the organizations already provide their community and the organizations' desired area of affiliation.[7]

- *Communication Style and Approach* – The initial contact, as well as the assessment and subsequent conversations, should take a conversational tone while the MDEM representative describes the mission of M-D C.O.R.E. and reassures the contact that the organization is not being asked to do anything above what they already do. While some organizations do show interest in

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[6] 3-Sixty, *Final Report* (2011), p. 7.
[7] *Ibid.*, p. 19.

providing multiple services, balancing that enthusiasm with an organization's capabilities and capacity is important to meet the most essential needs of the community in which they serve. Once the area(s) of service for an affiliate is/are determined, a concerted effort is made to provide an appropriate training curriculum that will sharpen both their skills and focus.

The nature of engaging the whole community is such that cultural nuances affect the quality of the rapport and potential relationships that develop. Each communication needs to take place within a framework of understanding and respect for the person(s) being engaged. Additionally, continued success in whole community planning depends considerably on keeping the interest and commitment of our partners and maintaining ongoing communication between these organizations and emergency management.[8]

- ***Sustaining Involvement*** – Sustaining involvement of newly affiliated groups was, and continues to be, critical to the success of this effort. Strategies to accomplish this include: (1) producing a newsletter highlighting best practices and affiliates' successes (See Appendix 8), (2) scheduling periodic engagement sessions, (3) recognizing affiliates' efforts, (4) partnering new groups with existing groups or networks, (5) identifying funding sources for engagement in times of non-disaster, (6) building on existing passions and activities of groups, and (7) entering into formal agreements with affiliates regarding services to be provided.

In addition to these lessons learned, recommendations for strengthening and maintaining M-D C.O.R.E. include:

- ***Enhancing what works well in communities on a daily basis to improve resilience and emergency management outcomes.*** The actual needs of the community are not always easily understood through traditional emergency management approaches. Emergency managers can enhance what already works well in a community by pairing established resources with new providers. For example, pairing a local food bank with M-D VOAD group.
- ***Leveraging and strengthening social infrastructure, networks, and assets****.* Investing in the socio-economic structures that make up daily life and connecting them to emergency management is a key strategy in building resiliency. An example of this is relying on the Volunteer and Donations ESF to help stock a local food bank or to mobilize neighbors to form a community crime watch.

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[8] *Ibid.*, p. 17.

APPENDIX

Appendix 1:   Outreach Scripts

Outreach and Engagement Script

Potential Affiliates

Good morning (afternoon). My name is _____ and I work for Miami-Dade County's Office of Emergency Management. The County is creating a network of faith-based and community organizations that provide services to the community related to the preparation for, response to, and recovery from disasters.   This program is called Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.). By identifying these efforts and supporting these organizations, the Office of Emergency Management believes that communities will be more prepared and more resilient in the event of an emergency/disaster.   If you feel that your organization would fit well within this program, I'd like to schedule an appointment to meet with you at your church/organization to discuss this further.

Current Affiliates

Good morning (afternoon). My name is _____ and I work with Sherry Capers on the M-D C.O.R.E. program at Miami-Dade County's Office of Emergency Management. The purpose of my call is to introduce myself and to touch base with you on any updates and changes since you last spoke with Sherry. (Please give me a call at your earliest convenience. My contact number is ….) If you have the time, I would appreciate the opportunity to update our records through a brief questionnaire to assess your needs as well as the services that you provide to your community.

Follow Up Email Script /2nd Call

Hello this is _____ from the Office of Emergency Management.

During our last conversation, we had begun to discuss how Communities Organized to Respond in Emergencies is creating linkages with faith based organizations with regard to preparing for, responding to, and recovering from disasters. I'm sure from the material I sent you; you may have gathered that what we're really trying to do at the County is to take this new approach that understands that government cannot do it alone.

We are working to bring more faith based organizations like yours into the fold that are already actively engaged. Coming together and establishing these partnerships before disasters will allow Miami Dade County to cultivate a Whole Community approach to disasters. I wanted to check in now that you have more information and see if you are interested in continuing the conversation with Sherry Capers, our Whole Community Planner at the Office of Emergency Management.

Thank you (Thank you for your time)

Appendix 2:   Outreach Steps

Miami-Dade Emergency Operations Center

Communities Organized to Respond in Emergencies

M-D C.O.R.E. Outreach Process

Involving faith-based partners into the emergency management continuum requires considering traditional unmet needs in terms of unidentified solutions. This offers an asset-based approach to meeting community needs. An additional emphasis can be placed on finding ways to reinforce the community missions of faith-based organizations that may support long-term recovery.

M-D C.O.R.E's goals for year two applied this approach in the identification of stakeholders. Many mega-churches have the resources to make large-scale community impact. Mega-churches also serve as umbrella organizations within the networks of smaller congregations. M-D C.O.R.E.'s outreach plan further developed this, considering disaster resiliency as an outcome of supporting the networks within the faith-based organizations. This information was streamlined into a spreadsheet documenting each individual organizations place in the affiliation process. The spreadsheet tracked the progress of the congregations by dividing outreach goals into tiers and developing a timeline for each tier's affiliation.

Create an Asset-Match Model

1. Phone Call

This is the first phone call and initial with an identified stakeholder. The phone call uses talking points from the "outreach script" to draw in interest from organization about participating in a "grassroots movement" with M-D C.O.R.E.

1. **Who we are**

   It is best to use plain language during the first introduction to a faith-based organization. Faith-based organizations may initially associate emergency management exclusively with fire dispatch rather than disaster planning.

2. **What we do**

   Once the purpose of the agency is established, M-D C.O.R.E. can be introduced as a part of that agency that focuses on creating partnerships with faith-based organizations.

3. **Why we do it**

   Although, many faith-based organizations have supported emergency management functions, they may not initially see the connection between our work. This is a good opportunity to discuss what disaster resiliency means and how the service they provide the community as part of their mission relates to our collective response to disasters as a "Whole Community."

4. **What you do**

   Using the research made on the organization, "what you do" tailors the conversation towards the community impact the organization is making on blue sky days. This identifies their value as a stakeholder to the community today, and why they would be important in a disaster tomorrow.

5. **Learning more**

   Finish the conversation by providing the Whole Community brochure and M-D C.O.R.E. literature.

2. "E"-Introduction

An E-introduction is an email headed as "Miami-Dade C.O.R.E. follow-up." It's addressed to the specific point of contact from the phone conversation. This is an email based template tailored to the organization with attachments outlining our work and media presence.

1. **Email Correspondence**

   The email allows us to assert the legitimacy of the M-D C.O.R.E. initiative and also provide further insight on its history. The email closes with an invitation to continue the conversation as a one-on-one meeting with the County's Whole Community Planner.

2. **Follow-up phone call**

   The follow-up phone call script tailored to their organization. This is an opportunity to discuss the M-D C.O.R.E. literature and address questions. The follow-up phone call should gauge interest and ask whether the potential affiliate would like to schedule an appointment to continue the conversation in person with M-D C.O.R.E's project lead, a Whole Community Planner.

3. One on One Meeting

The initial one-on-one meetings are between M-D C.O.R.E's project lead and the established point of contact(s.) The meetings are usually extended to two hours and also serve the purpose of a site visit to the stakeholder's facility.

1. **Creating a baseline**

   The meetings hold a conversational tone and work to establish a comfortable line of communication with the organization. This facilitates a flow of information with the organization and establishes an open dialogue about community needs.

2. **Establishing a link**

   A link is established between the community mission of the organization and planning for the additional needs of our community in a disaster.

3. **Developing expectations**

   Once a link is established, the conversation moves towards what our partnership entails and what it does not. This clarifies how a partner's affiliation with emergency management is a value to the community without financial incentives. It also discusses how the M-D C.O.R.E. network operates under regular circumstances and in emergencies.

4. Engagement Session

Engagement sessions are group meetings that invite existing affiliates, new affiliates and stakeholders to the EOC to discuss disaster readiness.

1. **Reviewing the CORE Resource Book**

   The purpose of the resource book is to provide an introduction to the principles of whole community emergency management to faith-based and community organizations intending to affiliate with Miami-Dade Emergency Management through M-D C.O.R.E.

   The review familiarizes M-D C.O.R.E. members with the principles of the emergency management cycle followed in disasters-preparedness, response, mitigation and recovery. An additional emphasis is placed on the policy directive of Whole Community on a national level (NPP8)*, key partnerships and Whole Community lessons learned from recent disasters.

2. **Establishing a Pathway to Affiliation**

   The "Your Affiliation Guide" section is reviewed in the engagement session. "Your Affiliation Guide" provides references to emergency management trainings and technical assistance for non-traditional partners to collaborate with the County to meet gaps in capabilities.

3. **Unifying our network**

   The engagement sessions allow existing affiliates to meet new affiliates and solidify the ties of the network.

5. Self-Guided Training

This self-guided training process follows the initial M-D C.O.R.E group engagement session. Self-guided training provides non-traditional partners with flexibility in determining their involvement and role in the emergency management continuum.

1. **Format of the Affiliation Guide**

   The affiliation guide is divided in between FEMA independent study courses, American Red Cross sheltering training, volunteer and donations management and disaster spiritual training with Baptist Health Hospitals.

2. **Support from C.O.R.E.**

   In the past M-D C.O.R.E. affiliates have had been given access to computers at our facility to do the online trainings. M-D C.O.R.E.'s partnership with the American Red Cross of South Florida also allows affiliates access to the organizations sheltering training.

Appendix 3:   Capabilities Assessment Tool

M-D C.O.R.E. Service Provider Capabilities Assessment

Date of Contact: _____

Name of Contact: _____

Telephone Number (Contact): _____

Email (Contact): _____

Name of Church/Organization: _____

Telephone Number (Church/Organization): _____

Email (Church/Organization): _____

Web URL: _____

Organization Type (i.e. FBO, CBO): _____

Members – Adults: # _____

Members– Children: # _____

1) What sort of services do you provide your members/community?

    a) Food pantry: Yes ___   No___

    b) Clothes distribution: Yes___   No___

    c) Shelter: Yes___   No___

    d) Counseling: Yes___   No___

    e) Child care: Yes ___   No___

    f) Other: Yes ___   No___

    _____

    _____

    _____

2) How is your facility/organization equipped to fulfill the services that you provide? (e.g.

    space, kitchen, equipment, etc.): _____

    _____

    _____

Page **1** of **6**

M-D C.O.R.E. Capabilities Assessment
Church/Organization: _____

3) Is your facility equipped with a generator? Yes ___   No___

4) Please provide information regarding the occupations and skills of members of your organization that may be able to serve the community in a crisis (note any training/certification obtained):

    a) Chaplain/Spiritual Care Providers: Yes ___   No___

    b) Medical Doctors: Yes ___   No___

    c) Nurses/LVNs: Yes ___   No___

    d) Paramedics/EMTs: Yes ___   No___

    e) Crisis Counselors: Yes ___   No___

    f) Individuals trained in CPR/First Aid: Yes ___   No___

    g) Retired Public Safety Personnel: Yes ___   No___

    h) Teachers/Child care: Yes ___   No___

    i) Interpreters: Yes ___   No___

       Languages: _____

    j) Other (e.g. Amateur Radio Operators, etc.):   Yes ___   No___

       If yes, please describe: _____

       _____

5) Does your church/organization have the ability to distribute food to the community during a small or large scale incident/disaster? Yes ___   No___

    a) If yes, do you have a commercial-type kitchen? Yes ___   No___

    b) How many meals can be served each day? _____

    c) How much space is available for seating? _____

    d) Do you have the ability to deliver food? Yes ___   No___

6) Does your church/organization have shelter space available for use during a small or large scale incident/disaster? Yes ___   No___

Page 2 of 6

M-D C.O.R.E. Capabilities Assessment
Church/Organization: _____

a) If yes, what is the size and type of space that you have available for sheltering? _____
_____
_____

b) How many people will you be able to shelter? _____

c) Are their special guidelines at your facility for those who are seeking shelter?

   Yes __ No__   If yes, please describe: _____
   _____
   _____

d) Are Functional Needs Support Services (FNSS) available?   Yes __ No__

   If yes, what type?

   (i)   Durable medical equipment (DME):   Yes __ No__

   (ii) Consumable medical supplies (CMS):   Yes __ No__

   (iii) Personal assistance services (PAS):   Yes __ No__

   (iv) Other goods and services as needed: Yes __ No__

         If yes to "Other," please, describe: _____
         _____

   (v)   Building accessible?   Yes __ No__

e) Are animals permitted in/around this space? Yes __ No__

   If yes, what is the capacity and animal type allowed? _____
   _____

7) Does your church/organization have a licensed childcare facility? Yes __ No__

   a) If yes, is your church/organization willing to use your facility for community members/
       children who may be evacuated or displaced during a small or large scale
       incident/disaster? Yes __ No__

   b) What is your child capacity? _____

   c) Will childcare services be available as businesses reopen and people begin to return to
       work? Yes __ No__

Page **3** of **6**

M-D C.O.R.E. Capabilities Assessment
Church/Organization: _____

8) Can your church/organization provide counseling during a small or large scale

incident/disaster? Yes ___   No___

  If yes, how many licensed/certified counselors will your church/organization be able to

  provide? _____

9) Does your church/organization have a communication system to activate in response to a

small or large scale incident/disaster?   Yes ___   No___

  a) If yes, what type of system do you have in place (radio, phone tree, etc.)? _____

      _____

      _____

  b) Is there a back-up? Yes ___   No___

      If yes, describe: _____

      _____

  c) Who does it reach (i.e. community members, employees, etc.)? _____

      _____

10) Does your church/organization have the ability to mobilize volunteers to assist the

community during a small or large scale incident/disaster?   Yes ___   No___

  a) If yes, how many volunteers could your agency provide at one time? _____

  b) For how long (days) would your organization be able to provide volunteers? _____

      _____

  c) Where in the community would they be able to volunteer? _____

11) Does your church/organization accept/manage donations? Yes ___   No___

      If yes, what type (food, clothing, money, etc.)? _____

12) Are there additional services that your church/organization would be able to provide in the

      event of a small or large scale incident/disaster? Yes ___   No___

Page **4** of **6**

M-D C.O.R.E. Capabilities Assessment
Church/Organization: _____

If yes, please describe: _____

_____

_____

13) What type of assistance do you believe your church/organization will need to prepare for a small or large scale incident/disaster (i.e. training, etc.)?

_____

_____

_____

_____

14) What type of assistance do you believe your church/organization will need following a small or large scale incident/disaster (i.e. recover services, debris removal, etc.)?

_____

_____

_____

_____

_____

15) Are you a part of, or aware of, other faith based or community organizations/networks that provide similar services related to disasters?   Yes ___   No___

If so, please provide their contact information. _____

_____

Notes:

_____

_____

_____

Page 5 of 6

M-D C.O.R.E. Capabilities Assessment
Church/Organization: _____

_____

_____

_____

_____

_____

_____

_____

_____

Page **6** of **6**

Appendix 4: Targeted Skills Training Course List

FEMA online training
- EMI Independent Study Courses
- IS100 Introduction to Incident Command System ICS -100
- IS 250 Emergency Support Function 15 (ESF 15) External Affairs: A New Approach to Emergency Communication and Information Distribution
- IS700 National Incident Management System (NIMS), An Introduction
- IS 800 National Response Framework, An Introduction
- IS807 Logistics Management and Resources Support Annex
- IS808 Emergency Support Function (ESF) Public Health and Medical Services
- IS26 Guide to Points of Distribution
- IS909 Community Preparedness: Implementing Simple Activities for Everyone
- College Credits through EMI Independent Study Courses

American Red Cross training
- Sheltering

Volunteer/Donations Management
- Sample of Notebook Framework

Disaster Spiritual Care
- NVOAD "Points of Consensus"
- Clinical Pastoral Education

Appendix 5:   Affiliates by ESF

ESF*	Number of Affiliates
ESF 6 – Mass Care	28
ESF 7 – Resource Support	6
ESF 8 – Health and Medical	2
ESF 14 – Public Information	64
ESF 15 – Volunteers & Donations	13

*Miami-Dade County's ESF structure is parallel to the Florida Division of Emergency Management's ESF System.

Note: Some affiliates are represented in more than one ESF.

Appendix 6:   Maps of M-D C.O.R.E. Affiliates and Resources

Locations of Miami-Dade C.O.R.E. Affiliates

Resources: Food, Shelter, and POD Locations
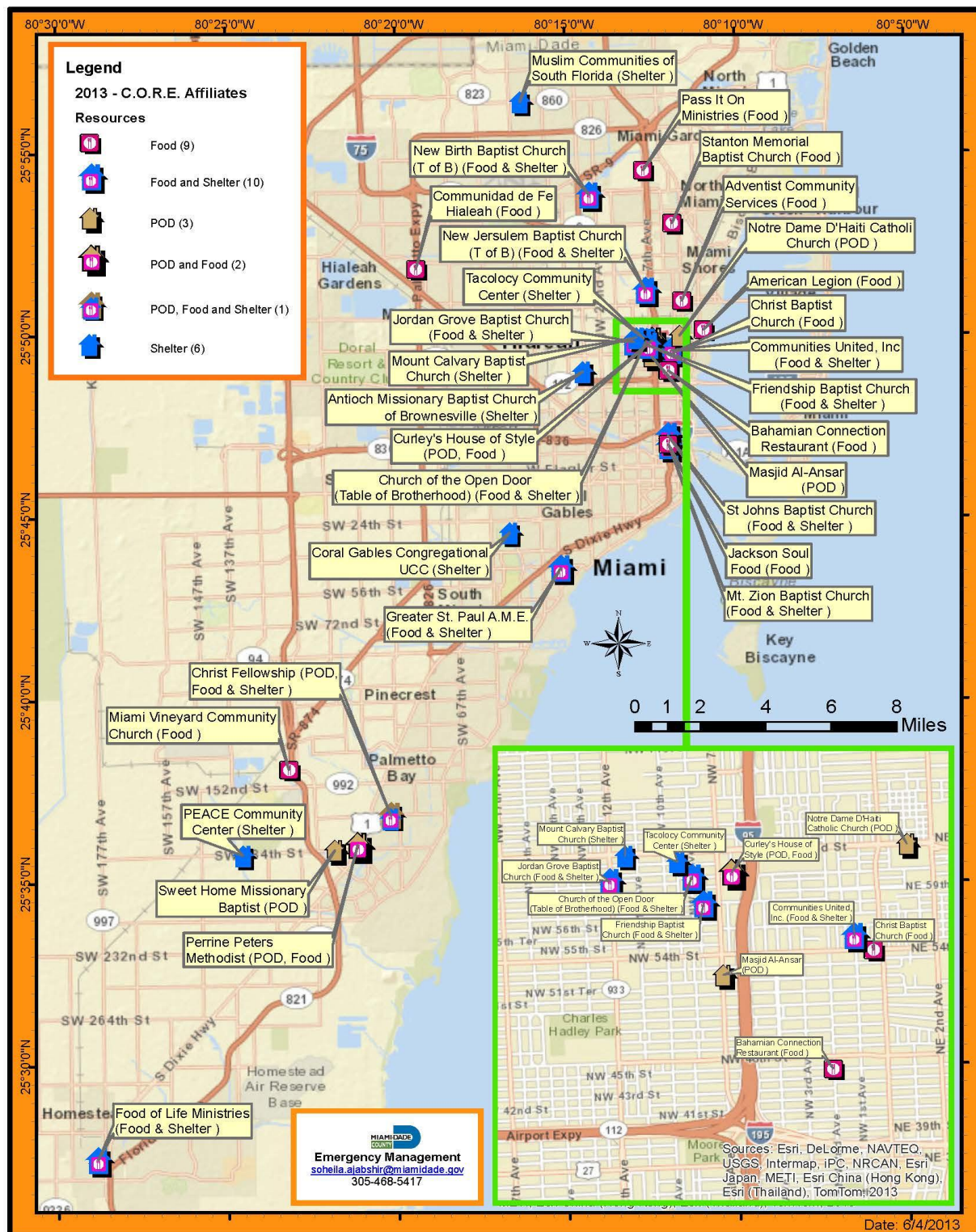
Appendix 7:   Engagement Session Summary

MIAMI-DADE C.O.R.E.
Communities Organized to Respond in Emergencies

MIAMI-DADE COUNTY
EMERGENCY MANAGEMENT

| Monday, May 9, 2011 | Vol. I, Issue 2 |

Dear Miami-Dade C.O.R.E. Friends:

Thank you for joining us during the first Engagement Session. Your presence and active participation demonstrate this emerging group's desire to commit to building a community that is prepared for emergencies. The diversity, as well as the breadth of skills and resources that Miami-Dade C.O.R.E. members bring to the table are most impressive.

Following are some of the highlights of the April 29 and May 2 sessions:

The key topic of the session was "A Dialogue on Volunteers and Managing Donations", presented by Sherry Capers, Coordinator of the County's Department of Emergency Management.

Sherry Capers, Emergency Management Coordinator, Miami-Dade Department of Emergency Management

Sherry underscored the importance of keeping accurate records during an emergency and shared forms to facilitate this process.

Dr. Jannah Scott walked the group through the following disaster continuum and the activities that form part of each phase. Between this and the next session, groups were asked to assess their resources and areas of interest and find their niche within these phases so that they can clearly identify how they wish to affiliate with Miami-Dade C.O.R.E.

(From L - R) Lavern Elie, Jewel Parham, Sherry-Ann Danier, Rev. Marie Lisa Coulanges, LaVerne P. Holliday, Rudean Henderson, Helen B. Williams, Pastor Amos Jean, Rev. Tony Perez, First Lady Rita Jackson, and Kelly Greene

Disaster Continuum
Prepare - Respond - Recover - Mitigate

- Volunteers (P, R, R, M)
- Donations (P, R, R, M)
- Professional Skills (R, R, M)
- Technical Skills (P, R, R, M)
- Spiritual Care (R, R)
- Communications (P, R, R, M)
- Distribution of Commodities (R, R, M)
- Mass Care (R)

(The letters identify where along the continuum each volunteer activity is used)

A total of 15 new groups participated in the two engagement sessions, joining the (10) initial groups and coalitions that have played such a key role in this movement.

The open forum served to introduce participants to each other; it also resulted in spontaneous 'connections' among the groups, who discussed assisting each other in their respective areas of expertise. One example is Ms. Hattie Willis of Communities United, Inc. offering to assist K.C. Stevens, of A Mother's Care with general paperwork and recordkeeping tasks. From an emergency response perspective there is great value in the relationships being established among groups who can be of

service to one another during a disaster. Beyond that, there is a palpable sense of community that has the potential to transcend the way in which organizations prepared for emergencies in the past.

Mrs. Kathy Giddarie, Assistant Director, and Mr. Cecil Gunter, Executive Director, Inner City Development Corp.

Dr. Khalid Mirza, Director, Muslim Communities of South Florida

Ms. Hattie Willis, President, Communities United, Inc.

April 29 participants included:

Youth Empowerment
Antonio Brinson
Inner City Development Corp.
Kathy Giddarie
Cecil Gunter
First Haitian Baptist Church of North Dade
Deacon Edgard Jean
Muslim Communities of South Florida
Dr. Khalid Mirza
A Mother's Care
Kenneth Stevens
Community United, Inc.
Hattie Willis

May 2, 2011 participants included;

Bethesda Church Ministries
Rev. Marie Lisa Coulanges
Farrah's Angel Day Care
Sherry Danier
Center for Independent Living
Kelly Greene
Curley's House of Style
Lavern Elie
LaVerne Holliday
Jewel Parham
God's Way Assembly
First Lady Rita Jackson
Jabez Center
Pastor Missy Minokian
Corpus Christi Mission
Rev. Tony Perez
The Rilya Wilson Advocacy
Helen Williams
Adventist Community Services and Tabernacle of Praise
Seventh Day Adventist Church
Joan Thomas
Ronald L. Thomas, Sr.
Daren Jairam
Nouvelle Eglise Evangelique
Baptiste Maranatha
Jean O. Cenatus
Rudean Henderson, Private Citizen
Philadelphia Evangelical Baptist Church
Amos Jean
Greater St. Paul A.M.E. Church
Miles Jennings

2

Join us at our next Engagement Session:

Building Partnerships & Sheltering

Wednesday, May 25, 2011
6:30 to 8:30 PM
Little Haiti Cultural Center
212 N.E. 59 Terrace

We encourage everyone to stay informed and involved. If you cannot attend, please consider sending a representative of your organization.

Kindly R.S.V.P. before May 21, 2011 by
clicking below
nmp@3-sixty.net
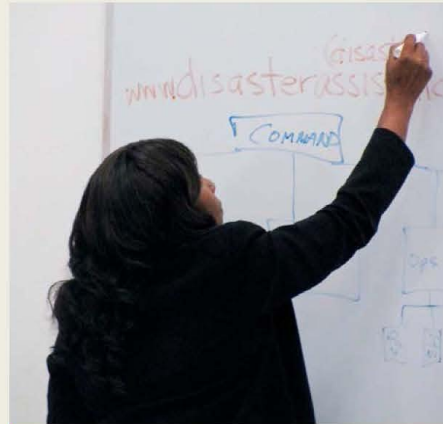
Dr. Jannah Scott, Deputy Director, DHS Center for Faith-based & Neighborhood Partnerships

Where we've been. Where we are going.

ONE-ON-ONE ASSESSMENTS:
Jan. 3 through Feb. 28, 2011

→

MIAMI-DADE C.O.R.E. LAUNCH:
March 31, 2011

→

VOLUNTEER & DONATIONS MANAGEMENT ENGAGEMENT SESSIONS:
April 29/May 2, 2011

BETWEEN END OF MAY AND JUNE SESSIONS:
Identify how my community members choose to affiliate with Miami-Dade Emergency Management through Miami-Dade C.O.R.E.

What training, credentials, certifications or technical skills do my community members need to do what we desire?

NEXT ENGAGEMENT SESSION
Building Partnerships & Sheltering
Wednesday May 25, 2011
6:30 to 8:30 PM

JUNE
Miami-Dade C.O.R.E. members receive Affiliation Resource Binder.

JUNE THROUGH AUGUST:
Miami-Dade C.O.R.E. members are assisted in making the connections they need to meet the require for their chosen affiliation.

→

SEPTEMBER:
Miami-Dade C.O.R.E. Celebration Members who completed requirements are honored and are formally affiliated with Miami-Dade Emergency Management.

Thank you and we look forward to continuing to work with you on this important movement.

Dr. Jannah Scott, Deputy Director
DHS Center for Faith-based & Neighborhood Partnerships
A Center of the White House Faith-based & Neighborhood Partnerships

Sherry Capers, MSW
Emergency Management Coordinator
Miami-Dade County Department of Emergency Management

3

Appendix 8: M-D C.O.R.E. Newsletter

THE C.O.R.E. ADVANTAGE

Volume I

Issue I

MIAMI-DADE **CORE**
Communities Organized to Respond in Emergencies

Miami-Dade County and Its 'C.O.R.E.'

From Right: Ebony Jackson receives award for CERT

We are proud to present the first newsletter for Miami-Dade County's Communities Organized to Respond in Emergencies (C.O.R.E.) The C.O.R.E. Advantage. C.O.R.E. is entering its second year and with your continued support we expect it to be as successful as the first. Remember, you are the advantage we have in the success of our C.O.R.E. program. Now let's take a quick look at some of the recognition our program has received from across the nation.

In Dec 2011, FEMA included C.O.R.E. on its Lessons Learned Information Sharing (LLIS.gov) website. The Inside Homeland Security magazine featured our C.O.R.E. in an article along with an interview with Dr. Jannah Scott earlier this year. MDEM C.O.R.E. Liaison, Sherry Capers presented, upon invitation, in FEMA's Monthly Preparedness Webinar during March 2012, sharing some best practices. Our program was recognized at the June 2012 "Faithfull Readiness" convening in Washington, DC and the August 2012 DHS National Preparedness Symposium as a best practice for engaging the whole of community.

Highlights

♦ One C.O.R.E. member received a $75,000 grant to start a Teen CERT program.

♦ 94 pastors gained new skills in shelter operations, Community Emergency Response Team (CERT) and psychological first aid.

♦ A collaboration of C.O.R.E. members provided new emergency preparedness materials for seniors.

♦ C.O.R.E. members supported an after school reading program, by forming a partnership to provide computers.

Inside this issue:

A Year of Success for C.O.R.E : What we've accomplished	I
Hurricane Sandy Aftermath: South Beach vs. Jersey Shore	2
C.O.R.E. Spotlight: Chaplain "Rolly"	2
C.O.R. E. Spotlight: Hattie Willis	3
Connecting with C.O.R.E.	3

A Tale of Two Beaches: Hurricane Sandy

Whole Foods on Alton Road, October 27th 2012.

Point Pleasant New Jersey, October 30th

While South Beach experienced abnormally high tides from Hurricane Sandy this year, Point Pleasant Beach, New Jersey may never be the same. The historic beach town lying on the Jersey shore, experienced damages beyond repair. The estimated cost to replace the town's boardwalk is close to $4 million. These damages are attributed to a high tide surge and rising sea water, conditions similar to those seen on the coast of South Florida, but construction laws set us apart. As New Jersey continues to recover from the effects of Super Storm Sandy, officials will need to consult with experts as they confront the question of how and where to reconstruct its battered shore. In the mean time, many faith based organizations have taken leadership in helping Hurricane Sandy victims in Point Pleasant, cope and rebuild their lives. "To be a part of that emotional and spiritual care in other peoples lives who have been devastated by this hurricane and now bigger-than-hurricane aftermath, it's so important," said Scott Holmquist, a chaplain from, Billy Graham Rapid Response Team assisting with clean up and crisis counseling.

Building Resiliency and Sharing Hearts

Share Your Heart at emergency management training.

Chaplain Rolando Gonzalez has used the power of force multipliers to extend the reach of C.O.R.E. to 50 new organizations. Chaplain "Rolly" is the executive director of Victory for Youth within a non-profit called Share Your Heart.

This organization has focused on community empowerment and supported a diverse inter-faith network for 13 years. Chaplain Rolly's contribution to CO.R.E. has been through the establishment of an emergency mass communication and feeding coalition. His efforts resulted in the training of 110 churches in shelter operations and crisis counseling.

Chaplain Rolly has successfully established a communication plan to reach faith based associations and schools before, during and after emergencies.

For more on Share Your Heart, go to www.shareyourheart.us
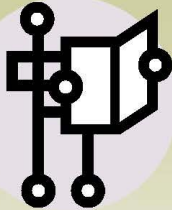
Want to be in the next issue?

> "It's beautiful to see a room of 200 people being trained and of all different denominations from our Southern Baptist brothers to the Presbyterians, to Orthodox . Our common denominator is to equip our community"
>
> – C.O.R.E. Member, Rolando Gonzalez

Send us your stories and event photos:

Keep C.O.R.E. updated on how your organization is building community resilience.

Flor Rueda

Phone: (305) 468-5424

E-mail: flor.rueda@miamidade.gov

Connecting with C.O.R.E.

After Hurricane Wilma left many of Hattie Willis' elderly neighbors displaced, she was quick to respond with warm meals. Ms. Hattie is the president of a grassroots organization called Communities United and a great asset to C.O.R.E.

In late October, Ms. Hattie supported the efforts of C.O.R.E. by organizing information sharing sessions and facility tours. Representatives from the City of Miami's Mayor's office, fire and police, in addition to various faith based and community partners, came together to discuss how disaster assistance centers, points of distribution and shelters can be supported in disasters. Ms. Hattie's efforts opened the doors to new avenues in building community resilience.

For more information on Communities United, go to www.communitiesunitedinc.com

St. John the Baptist Church in Overtown

Save the date!

Stay tuned for updates on the next C.O.R.E. engagement session
February 2013
Location to be announced
(305) 468-5452

Appendix 9: M-D C.O.R.E. Brochure

MIAMI-DADE
C.O.R.E.
Communities **O**rganized to **R**espond in **E**mergencies

Managing disasters through community partnerships

Administrando los desastres a través de asociaciones comunitarias

If you're interested in creating a partnership that works for everyone, contact:

Si está interesado en crear una asociación que funcione para todos, comuníquese con:

Miami-Dade County
Emergency Management
9300 NW 41st Street
Miami, FL 33178
(305) 468-5400
eoc@miamidade.gov

What is M-D C.O.R.E.?

Disasters often strike with little or no warning. In an instant your home and community can be damaged or destroyed and forever changed. These are the times when the whole community comes together to support, recover, rebuild, and heal. Engaging the whole community allows everyone to collectively understand and assess the needs of their communities and determine the best ways to organize their resources.

Miami-Dade Emergency Management embraces the whole community concept and has fostered innovative coalitions to build community resilience and nurture capacity building. Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.) is one of those coalitions.

Miami-Dade C.O.R.E. strives to better engage Faith-Based and Community Organizations (FBCOs) in planning for, responding to, and recovering from disasters that affect the community. A component of the DHS/FEMA Center for Faith-based & Neighborhood Partnerships "Building Resilience with Diverse Communities" effort, Miami-Dade C.O.R.E. identifies ways to connect FBCOs along the emergency management continuum.

Miami-Dade C.O.R.E. seeks to address the needs of targeted population groups during and after a disaster by creating a network of FBCOs who share a common mission of supporting their communities. These critical partnerships engage diverse groups

How Can You Help?

Knowing the needs of your community and the ways your organization can help before a disaster is important to assist in its recovery.

Does your church or organization...

– have the capability to support the community by distributing emergency relief supplies like drinking water, emergency food, or clothing?

– have volunteers that can sort, package, and store donated goods for distribution to those in need?

– have the ability to offer emotional and spiritual healing to a community recovering from a disaster?

– have the ability to provide a temporary home for a family that has lost everything to a disaster?

– have the ability to help provide the basic needs of a community (like food, clothes, shelter, home repair)?

FBCOs that are providing or are capable of providing such services and could benefit from collaboration with other organizations and county emergency management should join M-D C.O.R.E. in order to maximize the impact of their efforts within their community.

Why Should You Join?

Faith-Based and Community Organizations are often an important source of assistance during a time of disaster and the recovery period which follows. Miami-Dade C.O.R.E. provides organizations with an opportunity to increase the effectiveness of their services through training, workshops, and partnerships with both the county and the other Miami-Dade C.O.R.E. affiliates in the network.

Relationships developed by members of Miami-Dade C.O.R.E. help foster communication, improve coordination, enhance preparedness, speed recovery efforts, and create more disaster-resilient communities. Members also benefit from these relationships by having greater access to information, shared knowledge, and resources.

Educational opportunities enable Miami-Dade C.O.R.E. organizations to broaden their knowledge base in the areas related to disaster preparedness, response, and recovery. Trainings are designed to provide participants with tools to better serve their community. Completion of these trainings and the certifications that may follow could potentially open up additional opportunities for an organization.

Emergency Management Continuum
Espectro Continuo de Gestión de Emergencias

The four interdependent risk-based functions of the Emergency Management Continuum: mitigation of, preparation for, response to, and recovery from emergencies. These functions can be undertaken sequentially or concurrently, and they are not independent of each other.

Preparation / *Preparación*
Response / *Respuesta*
Mitigation / *Mitigación*
Recovery / *Recuperación*

- Translation Services / *Servicios de Traducción*
- Disaster / *Desastre*
- Volunteers / *Voluntarios*
- Communications / *Comunicaciones*
- Commodities Distribution / *Distribución de productos básicos*
- Mitigation/ Recovery / *Mitigación/ Recuperación*

- Feeding Support / *Alimentación suplementaria*
- Translation Services / *Servicios de Traducción*
- Shelter Operations / *Operaciones de Refugio*
- Commodities Distribution / *Distribución de productos básicos*
- Warehousing / *Almacenamiento*
- Volunteers / *Voluntarios*
- PODs / *Centros de Distribución*
- CERT / *Equipos Comunitarios de Respuesta a Emergencias*
- Childcare / *Guarderías*
- Communications / *Comunicaciones*
- Counseling / *Asesoría*
- DACs / *Centros de Asistencia por Desastres*

Las cuatro fases del espectro continuo de gestión de emergencias: mitigación de, preparación para, respuesta a y recuperación de emergencias, son certidumbres, se ven influidas por el riesgo, y pueden ser desplegadas simultáneamente o consecutivamente, pero nunca independientemente.

Appendix 10:   FEMA Lessons Learned Article

FEMA — Sharing Information · Enhancing Preparedness · Strengthening Homeland Security

Lessons Learned Information Sharing — LLIS.gov

GOOD STORY

Community Preparedness: Miami-Dade County, Florida, Office of Emergency Management's Communities Organized to Respond in Emergencies

SUMMARY

The Miami-Dade County, Florida, Office of Emergency Management's (OEM) Communities Organized to Respond in Emergencies (C.O.R.E.) engages faith-based and community organizations (FBCOs) in planning for, responding to, and recovering from disasters.

BACKGROUND

Miami-Dade County is a culturally diverse county that is home to approximately 2.5 million people. Encompassing 1,946 square miles, it is Florida's third largest county. Miami is its largest city and has a population of approximately 425,000 people. The county is vulnerable to a range of hazards that threaten its communities, businesses, and the environment. Miami-Dade County is at risk from hurricanes each year throughout the Atlantic Hurricane Season. In August 1992, Hurricane Andrew struck the county, killing 26 and causing over $20 billion in damages. Several powerful hurricanes also struck Miami-Dade County in 2004 and 2005, including Hurricane Wilma in October 2005.

According to the National Hurricane Center, Hurricane Andrew was the third costliest hurricane in U.S. history.

The Miami-Dade County OEM is responsible for coordinating disaster preparedness, response, recovery, and mitigation in the county. The OEM recognized that FBCOs could provide assistance to the county after a disaster, particularly areas that have been historically underserved. The county decided to partner with FBCOs to improve assistance to these areas after disasters. The Department of Homeland Security (DHS)/ Federal Emergency Management Agency (FEMA) partnered with Miami-Dade County to develop C.O.R.E. and launched the effort on March 31, 2011.

GOALS

C.O.R.E. engages diverse communities within Miami-Dade County to prepare for, respond to, and recover from disasters. C.O.R.E. works to ensure that all areas of the county receive assistance after a disaster, including those that have traditionally been underserved by the county.

HURRICANE ANDREW DAMAGE IN MIAMI-DADE COUNTY

DESCRIPTION

In 2010, the DHS Center for Faith-based & Neighborhood Partnerships (DHS Center) approached Miami-Dade OEM about creating a pilot effort,

C.O.R.E., to test the concept of engaging the Whole Community and establish affiliations between the OEM and FBCOs. These affiliations would enable Miami-Dade OEM to utilize the FBCO's services and resources during disaster preparedness and response. To facilitate achievement of this goal, C.O.R.E. provides affiliated FBCOs with training, resources, and information.

C.O.R.E. is part of Miami-Dade OEM's Human Services Program and part of FEMA's "Building Resilience with Diverse Communities" effort. An OEM employee directs the effort and is supported by the DHS Center. A DHS Center representative provides guidance to the effort.

Developing the Program

C.O.R.E. seeks to employ a Whole Community approach in the county to respond to a disaster. C.O.R.E. researched FBCOs in Miami-Dade County that could help reach areas of the community that have typically been underserved during disaster responses. C.O.R.E. also sought referrals from organizations to identify other FBCOs that could provide assistance to communities following a disaster. C.O.R.E. identified FBCOs that work with seven populations within Miami-Dade County:

FEMA defines Whole Community as involving all aspects of the community to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. This includes involving traditional and non-traditional emergency management partners, including volunteer organizations, FBCOs, the private sector, and the public sector. For more information, please refer to FEMA Strategic Plan, Fiscal Years 2011-2014.

- Homeless
- Immigrants
- Limited English-Speaking Ability
- Low-Income Spanish Residents
- Minority Faith Traditions
- Seniors
- Youth

C.O.R.E. also established a key partnership with the American Red Cross (ARC) South Florida. This partnership is important to the success of C.O.R.E., as ARC South Florida develops partnerships and incorporates diverse members into its preparedness and response efforts.

Recruiting FBCOs to Affiliate with C.O.R.E.

C.O.R.E. has actively recruited FBCOs to participate in the program. C.O.R.E. staff conduct assessments with each organization's officials to determine if it has the ability to provide services and resources after a disaster. The C.O.R.E. staff inquires about the organization's responsibilities, how it would respond after a disaster, and the preparedness level of an organization. C.O.R.E. also requires that the officials complete an on-line assessment that addresses such issues as the types of assistance the organization can provide and resources it requires to serve as a C.O.R.E. affiliate. As of June 2011, 103 FBCOs were assessed and 25 are affiliated with the C.O.R.E. program. Over 55% of the affiliates are faith-based organizations.

C.O.R.E. Database

C.O.R.E. maintains a database that contains information relating to each affiliate. The database includes a directory which lists each affiliate's contact information, a point-of-contact (POC), what resources the affiliate can contribute after a disaster, and the area/district in which it operates. In addition, the database lists the level of training for each affiliate's key staff and their respective areas of expertise. C.O.R.E. can access this database to determine where an affiliate can provide service and what resources it can provide. C.O.R.E. personnel update this database periodically.

2

C.O.R.E. plans to create and maintain a database that affiliated FBCOs can access to update their contact information, available resources, and other useful information. Affiliated FBCOs can also compare their resources and services with other affiliates to determine if it would be beneficial to collaborate before, during, and after a disaster.

Resources and Services Offered by Affiliated FBCOs

FBCOs that affiliate with C.O.R.E. can provide a wide range of resources and services to support Miami-Dade OEM after a disaster. For example, affiliates can employ their facilities as temporary shelters for the affected community. Affiliated FBCOs can also utilize their facilities as points of distribution (PODs) for emergency supplies. Further, affiliates can manage donation drives among their members and other members of the community. FBCOs can provide neighborhood translation services for residents who do not speak English. FBCOs can also assist with such activities as clothing drives, providing food and water, mobilization of volunteers, emotional and spiritual care, health and medical services, and recovery activities.

Activating C.O.R.E. Affiliates After a Disaster

C.O.R.E. coordinates its response with Miami-Dade Voluntary Organizations Active in Disaster (MDVOAD) before, during, and after a disaster. MDVOAD serves as a support agency for Emergency Support Function 15 (Volunteer and Donations Management) during incidents. MDVOAD also coordinates the response between FBCOs and county agencies to identify and meet long term and unmet needs following a disaster response. The county will have a communications representative to manage C.O.R.E.'s activation process. The county will activate C.O.R.E. the same way which it activates VOAD, at the appropriate point in the response.

C.O.R.E. uses several methods to activate its affiliates. C.O.R.E. maintains a communications list in an Excel spreadsheet that it can utilize to contact the designated POC for each affiliate. C.O.R.E. sends an e-mail to all affiliates for which it has an e-mail address. C.O.R.E. also uses a phone tree to ensure it contacts affiliates that do not rely on e-mail. C.O.R.E. can reference this list to verify each affiliate's capacity and determine which affiliates to activate after a disaster.

Maintaining Long-Term Relationships

C.O.R.E. develops and strengthens its relationships with affiliated FBCOs through several different methods. The county offers educational opportunities, including trainings and workshops, which are particularly valuable for smaller FBCOs that often do not routinely have access to them. For example, the American Red Cross and other organizations have provided affiliates training in areas such as feeding, mass care, and volunteer distribution.

To build the skills of smaller FBCOs, C.O.R.E. has partnered them with the larger FBCOs that are affiliates. The larger affiliates provide the smaller ones with guidance and other mentoring that prepares them for their disaster role in C.O.R.E. The county utilizes these partnerships to keep the affiliates engaged, maintain the commitment, and demonstrate that the relationship is mutual. The FBCOs benefit because of these increased training opportunities, guidance from larger organizations, and overall support from the county.

Initial Lessons and Outcomes

The C.O.R.E. pilot program identified challenges and opportunities in engaging leaders and constituents of diverse groups. The pilot program also identified previously unknown assets that FBCOs could employ during an emergency situation.

3

C.O.R.E. successfully developed a network of 25 newly affiliated FBCOs to partner with Miami-Dade OEM and the ARC. Through these FBCOs, C.O.R.E. identified over 250 additional volunteers from the community who can mobilize to support a disaster, as well as new methods to assist over 8,000 community members after a disaster. The program also identified 9 existing facilities as potential new sites for feeding and sheltering, and another 5 as new PODs for commodities. Three faith and community coalitions helped C.O.R.E. to identify 65 houses of worship, community groups, and religious broadcasters to support disaster communications and language translation services. In addition, C.O.R.E. provided leaders from the 25 newly affiliated FBCOs with incident command system training.

Future Plan
In order to ensure C.O.R.E.'s future success, Miami-Dade County OEM plans to institutionalize the Whole Community concept and associated processes. Due to significant budget cuts, OEM personnel reorganized their staff and established a team consisting of personnel from business continuity, human services, and infrastructure and logistics. This team will help implement the Whole Community concept within Miami-Dade OEM by 2013.

REQUIREMENTS
Keys to Success
Developing Relationships with FBCOs
C.O.R.E.'s dedicated outreach efforts have led 25 FBCOs to affiliate with the program.

Training and Educational Opportunities
C.O.R.E. has provided training and educational opportunities that affiliated FBCOs could not receive elsewhere. These opportunities encourage affiliates to remain engaged in the C.O.R.E. program.

Federal Support
The DHS Center worked closely with the Miami-Dade OEM to develop and launch C.O.R.E. This Federal support provided valuable assistance in designing this effective program.

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4