

Memorandum

MIAMI-DADE
COUNTY

Date: September 17, 2007

To: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: Resolution Ratifying FY2007 COPS Technology Program Grant Application

HPSC
Agenda Item No. 3(D)

Recommendation

It is recommended that the Board ratify the attached resolution authorizing the County Manager's action in applying for, receiving, and expending grant funds in the amount of \$6 million from the United States Department of Justice Community Oriented Policing Services (COPS) available under the FY2007 COPS Technology Program to support the Miami-Dade Police Department (MDPD). The grant covers a three year period from October 1, 2007 through September 30, 2010.

Scope

The grant will provide countywide services.

Fiscal Impact/Funding Source

This grant will provide \$6 million in federal funds to implement the proposed project. The funding source is the U.S. Department of Justice, Community Oriented Policing Services. The grant requires a cash match of 25 percent, \$2 million. These funds are budgeted in the Capital Outlay Reserve Fund; \$500,000 from MDPD prior year funding, \$750,000 recommended for FY08-09 and \$750,000 recommended for FY09-10.

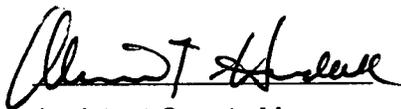
Track Record/Monitor

The grant will be monitored by the Miami-Dade Police Department.

Background

This grant application was due on June 28, 2007. This is a multi-agency initiative with Miami-Dade Fire Rescue Department, Enterprise Technology Services Department and the Office of Emergency Management. The submission was coordinated and submitted by MDPD as a grant requirement that the lead agency be a law enforcement agency. The multi-agency/discipline proposal is for interoperable voice/data communication across police (35 municipal police departments), fire (four departments), state and federal agencies. The funds will support a multi-effort model to link first responder agencies in Miami-Dade County and the region, providing short and long term solutions for interoperability.

First responders face numerous difficulties trying to communicate with other agencies and with each other when responding to high-profile incidents such as hurricanes, man-made terrorist events, plane crashes, and day to day "common" events. To protect life and property, public safety personnel must be able to communicate with each other across agency and jurisdiction boundaries and the lack of interoperable communications makes it difficult to mount well-coordinate responses. The goal of this coordinated effort is to ensure that all acquisitions for interoperable voice/data communications are carefully planned and integrated at a regional/state level to best benefit the first responder community.


Assistant County Manager



MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: October 2, 2007

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No.

Please note any items checked.

- "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Bid waiver requiring County Manager's written recommendation
- Ordinance creating a new board requires detailed County Manager's report for public hearing
- Housekeeping item (no policy decision required)
- No committee review

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No.
10-2-07

RESOLUTION NO. _____

RESOLUTION RATIFYING THE COUNTY MAYOR'S ACTION IN APPLYING FOR, RECEIVING, AND EXPENDING FEDERAL FUNDS FROM THE UNITED STATES DEPARTMENT OF JUSTICE COMMUNITY ORIENTED POLICING SERVICES (COPS) FY2007 COPS TECHNOLOGY PROGRAM TO SUPPORT THE MIAMI-DADE POLICE DEPARTMENT; AND FURTHER AUTHORIZING THE COUNTY MAYOR TO RECEIVE AND EXPEND FUNDS AND EXECUTE SUCH CONTRACTS AND AMENDMENTS AS REQUIRED IF AWARDED

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference; and

WHEREAS, at the County Commission meeting of July 26, 2007 this Board authorized the County Mayor to administer County business during the period of July 24, 2007 through August 24, 2007 [Agenda Item No. 12A3]; such action(s) taken to be in accordance with the policies and procedures established by the Board of County Commissioners and be submitted to the Board for approval at the County Commission meeting of October 2, 2007,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board ratifies the County Mayor's action to apply for, receive, and expend \$6 million from the United States Department of Justice Community Oriented Policing Services, in substantially the grant application attached hereto and made a part hereof; and authorizes the County Mayor or his designee to receive and expend grant funds, execute such contracts and agreements as required by grant guidelines or to further the purposes described in the funding request; following approval by the County Attorney's Office; to expend any and all monies received for the purposes described in the funding request; to apply for, receive and expend future additional funds should they become available through this grant program; to file and execute any necessary amendments to the

application for and on behalf of Miami-Dade County, Florida; and to exercise amendments, modifications, renewals, cancellation and termination clauses of any contracts and agreements on behalf of Miami-Dade County, Florida.

The foregoing resolution was offered by Commissioner who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman	
Barbara J. Jordan, Vice-Chairwoman	
Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 2nd day of October, 2007. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

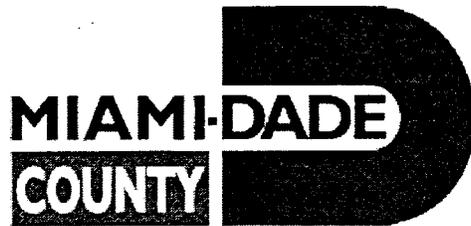
HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

K31

Kenneth B. Drucker



MIAMI-DADE COUNTY
(MIAMI-FT.LAUDERDALE-WEST PALM BEACH MSA)

RESPONSE TO:

U.S. DEPARTMENT OF JUSTICE
COMMUNITY ORIENTED POLICING SERVICES (COPS)
FY 2007 COPS TECHNOLOGY PROGRAM
COPS-OTHERECH-2007-1
CFDA 16.710



COPS

Community Oriented Policing Services
U.S. Department of Justice

SUBMITTED:
JUNE 29, 2007

C O P Y

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APPENDICES:

- A. Miami-Dade County State of Interoperability
White Paper 2006
- B. Radio System Map
- C. Tactical Interoperable Communications Plan Exercise:
Miami USAI "Operation Cassandra" After Action Report/Improvement
Plan
- D. Department of Homeland Security (DHS) SAFECOM Continuum

APPENDICES: (Continued)

- E. Disciplines of the Functional Work Groups (FWG) of the SERDSTF
- F. Communication Functional Work Group of SERDSTF
- G. Florida Domestic Security Strategy
- H. Partner Letters of Support
- I. Mutual Aid Agreements
- J. Organizational Chart for Project Implementation
- K. Project Team Resumes
 - Robert Parker, Director Miami-Dade Police Department
 - Chief Herminio Lorenzo, Miami-Fire Rescue Department
 - Dr. Don Fleming, Miami-Dade Enterprise Technology Services
 - Chief John Timoney, Miami Police Department
 - Lt. George Perera, Miami-Dade Police Department
 - Felix Perez, Miami-Dade Enterprise Technology Services
 - Cindy Bernal, Miami-Dade Enterprise Technology Services
 - Ramiro Diaz, Miami-Dade Enterprise Technology Services
 - Oscar Royas, Miami-Dade Enterprise Technology Services
 - Dennis Grant, Miami-Dade Enterprise Technology Services
 - Roger Sanders, Miami-Dade Enterprise Technology Services
- L. Miami-Police Department Communications Contingency Plan
- M. Miami-Dade County Signature Authority Document

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): _____ * Other (Specify): _____
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* 3. Date Received: Completed by Grants.gov upon submission.	4. Applicant Identifier: _____
---	-----------------------------------

5a. Federal Entity Identifier: _____	* 5b. Federal Award Identifier: _____
---	--

State Use Only:

6. Date Received by State: _____	7. State Application Identifier: _____
----------------------------------	--

8. APPLICANT INFORMATION:

* a. Legal Name: Miami-Dade County

* b. Employer/Taxpayer Identification Number (EIN/TIN): 59-6000573	* c. Organizational DUNS: 131910254
---	--

d. Address:

* Street1: 111 NW First Street
Street2: _____
* City: Miami
County: Miami-Dade
* State: FL: Florida
Province: _____
* Country: USA: UNITED STATES
* Zip / Postal Code: 33128-1994

e. Organizational Unit:

Department Name: Miami-Dade Police Department	Division Name: Support Services/Administration and Technology
--	--

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Mr. * First Name: George
Middle Name: M.
* Last Name: Burgess
Suffix: _____
Title: County Manager

Organizational Affiliation:

* Telephone Number: 305-375-5311 Fax Number: 305-375-1282

* Email: gburgess@miamidade.gov

Application for Federal Assistance SF-424	Version 02
9. Type of Applicant 1: Select Applicant Type: <input type="text" value="B: County Government"/>	
Type of Applicant 2: Select Applicant Type: <input type="text"/>	
Type of Applicant 3: Select Applicant Type: <input type="text"/>	
* Other (specify): <input type="text"/>	
* 10. Name of Federal Agency: <input type="text" value="Community Oriented Policing Services"/>	
11. Catalog of Federal Domestic Assistance Number: <input type="text" value="16,710"/>	
CFDA Title: <input type="text" value="COPS Technology Program (TECH)"/>	
* 12. Funding Opportunity Number: <input type="text" value="COPS-OTHERECH-2007-1"/>	
* Title: <input type="text" value="COPS Law Enforcement Technology"/>	
13. Competition Identification Number: <input type="text"/>	
Title: <input type="text"/>	
14. Areas Affected by Project (Cities, Counties, States, etc.): <input type="text" value="South Florida: Miami-Ft.Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA)"/>	
* 15. Descriptive Title of Applicant's Project: <input type="text" value="Voice and Data Communication Interoperability for Miami-Dade County Area"/>	
Attach supporting documents as specified in agency instructions. <input type="button" value="Add Attachments"/> <input type="button" value="Delete Attachments"/> <input type="button" value="View Attachments"/>	

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Congressional Districts.doc

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="6,000,000.00"/>
* b. Applicant	<input type="text" value="2,000,000.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="8,000,000.00"/>

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

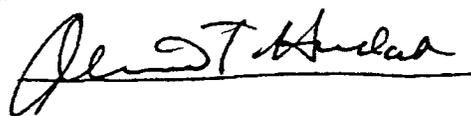
Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:



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U.S. Department of Justice
Office of Community Oriented Policing Services
COPS FY 2007 Technology Program (Tech)
COPS-OTHERTECH-2007-1
CFDA 16.710

16. List of Program Congressional Districts in Miami-Dade County, Florida
 - a. Applicant – 18
 - b. Program / Project – 17, 18, 20, 21, 25

General Instructions:

The COPS Application Attachment to SF-424 is used in conjunction with all COPS program applications. Please ensure that you have completed all of the required sections. If a section is not applicable, please check the not applicable checkbox.

COPS FUNDING REQUEST

Federal assistance is being requested under the following COPS Office funding category:

Select the COPS Office funding category for which you are requesting federal assistance. Please refer to the program-specific portion of the COPS Application Guide to determine which funding category the COPS Program for which you are applying falls. Please ensure that you have read, understand, and agree to comply with the applicable grant terms and conditions as outlined in the COPS Application Guide before finalizing your selection.

*** FUNDING CATEGORIES:**

- COPS in Schools
- Tribal Programs
- Universal Hiring Program
- Community Policing Development Programs
- Targeted Programs
- Interoperable Communications Technology Program
- Secure our Schools

APPLICANT INFORMATION

Check here if your agency has not been assigned an ORI #.

* A. Applicant ORI Number:

The ORI number is assigned by the FBI and is your agency's unique identifier. The first two letters are your state abbreviation, the next three numbers are your county's code, and the final two numbers identify your jurisdiction within your county. If you do not currently have an ORI number, the COPS Office will assign one to your agency for the purpose of tracking your grant.

B. General Applicant Information

Not Applicable (If applying under Targeted Programs, please check here)

* 1. Cognizant Federal Agency

* 2. Fiscal Year: * to (mo/day/yr)

* 3. Population served as of the 2000 US Census

* If the population served is not represented by U.S. Census figures (e.g., colleges, special agencies, schools, police departments, etc.) please indicate the size of the population served:

C. Law Enforcement Agency Information

Not applicable (If applying under Targeted Programs or Community Policing Development Programs, please check here)

* 1. Is your agency contracting for law enforcement services?

- Yes
- No

If "yes," the Legal Name and address information listed on the SF-424 under section Applicant Information should be for the jurisdiction that will be contracting to receive law enforcement services, and NOT the law enforcement agency that will actually provide those services. Also, be sure to enter the name and agency information of the contract law enforcement department under section A (law enforcement executive information) of this document. In all contracting arrangements, the jurisdiction that is applying for assistance is ultimately responsible for ensuring compliance with all grant requirements. For additional clarification on contracting guidelines, please see the program-specific section of the COPS Application Guide.

* If you are a tribal law enforcement agency, instead of providing your own law enforcement services, does your tribe exclusively contract with a non-BIA local law enforcement agency for services?

- Yes
- No
- Not Applicable

If "Yes," please refer to the program-specific section of the COPS Application Guide for additional eligibility information. Certain COPS Tribal Programs do not allow a tribe that exclusively contracts with a non-BIA local law enforcement agency to apply for funding.

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Application Attachment to SF-424

OMB Number: 1103-0098
Expiration Date: 02/29/2008

EXECUTIVE INFORMATION

Listing individuals without ultimate programmatic and financial authority for the grant could delay the review of your application, or remove your application from consideration.

A. Law Enforcement Executive/Program Official Information:

Enter the law enforcement executive's name and contact information (for law enforcement agencies) or program official's name and contact information (for non-law enforcement agencies). For law enforcement agencies, this is the highest-ranking official within your jurisdiction (e.g., Chief of Police, Sheriff, or equivalent). If the grant is awarded, this position would be responsible for the programmatic implementation of the award. If your agency is a "start-up" this section can remain blank.

* Title
Prefix * First Name
Middle Name
* Last Name
Suffix

* Agency Name

* Street Address 1
Street Address 2
* City
County
* State
Province
* Zip Code
* Country

* Telephone
Fax
* E-mail

* B. Type of Agency:

New Startup* (please specify)

Other* (please specify)

Agency types that have an asterisk next to them and that are applying for COPS hiring grants must provide additional information. Please refer to the COPS Application Guide: Agency Supplemental Information section for the questions that you will need to address. Please attach this information below:

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Application Attachment to SF-424

OMB Number: 1103-0098

Expiration Date: 02/29/2008

C. Government Executive/Financial Official Information:

Enter the government executive's name and contact information (for government agencies) or financial official's name and contact information (for non-government agencies). For government agencies, this is the highest-ranking official within your jurisdiction (Mayor, City Administrator, Tribal Chairman, or equivalent). If the grant is awarded, this position would be responsible for the financial management of the award

* Title
Prefix * First Name
Middle Name
* Last Name
Suffix

* Name of Government Entity/Financial Entity

* Street Address 1
Street Address 2
* City
County
* State
Province
* Zip Code
* Country

* Telephone
Fax
* E-mail

* Type of Government Entity

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CONTINUATION OF PROJECT AFTER FEDERAL FUNDING ENDS

Retention for COPS Hiring Grants

This section is applicable to applicants applying for sworn officer positions.

If not applying for sworn officer positions, please check here.

Hiring grantees are required to retain all additional officer positions awarded for at least one full local budget cycle following the expiration of COPS grant funding for each COPS-funded officer position. The additional officer positions should be added to your agency's law enforcement budget with state, local, or tribal funds for at least one full local budget cycle, over and above all other locally-funded officer positions (including other school resource officers) that would have existed regardless of the grant, from the time that the thirty-six (36) months of grant funding for each COPS position expires. Absorbing COPS-funded officers through attrition (rather than adding the extra positions to your budget with additional funding) does not meet the retention requirement. Please be aware that if your agency has additional sworn officer hiring grants that are active when one hiring grant expires, the officer positions that were awarded under the expired grant are added to your baseline of locally-funded officer positions and must be maintained throughout the implementation of all additional hiring grants.

Use the space below to explain how your agency currently plans to retain any additional officer positions awarded. Please be as specific as possible about the source(s) of retention funding (General Fund revenues, local ballot item, etc.) your agency plans to utilize. A missing or incomplete response could affect your ability to receive funding.

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NEED FOR FEDERAL ASSISTANCE

In June 2007, the Florida legislature set forth a mandate to lower property taxes statewide. The result is approximately \$226 million (9%) reduction in the countywide budget for Miami-Dade County, which may increase to a 25% reduction. A statewide constitutional referendum is planned for January 2008, when voters will decide the assessment methodology for property owners. If passed, the huge budgetary loss will result in major reduction of services.

Miami-Dade County, the largest in the state, is facing a significant budget crisis. On June 20, the County Manager issued a memorandum to the County Mayor advising of the impending budgetary shortfall. He advised that there will be an immediate hiring freeze for non-essential personnel and that all services will be under review, with some necessary service reductions.

The mission of all first responder agencies throughout the South Florida region is to ensure the safety and quality of life for all citizens through coordination, communication, and sharing of vital information. However, the current financial stability of Miami-Dade County poses a major obstacle. The need for voice and data interoperability is critical. The strategy for the implementation and integration has been identified and is supported by the local, regional, tribal, and federal partners as illustrated in their letters of support attached in this proposal. All involved recognize that this is the only effective way to address security and disaster threats in the 21st century. The county is not able to develop or implement this project for the region without federal assistance.

EXECUTIVE SUMMARY

Miami-Dade County submits this multi-agency/discipline proposal for interoperable voice/data communication for 35 municipal police departments, Miami-Dade County Police, tribal police, and four fire departments along with state agencies (FDLE, SAO, FHP) and federal agencies (FBI, South COM, DEA, ATF) and extending through our region to Broward, Monroe, and Palm Beach Counties. The \$6 million requested will support the interoperable model described in the proposal, linking first responder agencies in Miami-Dade County and the region, providing short and long term solutions for interoperability. Miami-Dade County will provide the cash match, of \$2 million. We have support from executive leadership for the primary agencies (see **Appendix K** for resumes Directors Parker, Lorenzo, Fleming, and Chief Timoney). The County has project management and technical support staff to implement, manage, and complete the project successfully and on time. The County has a consistent history of implementing large, complex IT projects and a proven track record of coordinating with local and regional stakeholders to ensure the best possible solutions.

Project governance occurs via the Southeast Regional Domestic Security Task Force, a multi-jurisdiction/multidiscipline governing body representing a quad county region governed by the State of Florida. Miami-Dade Police Director Robert Parker serves as Co-Chair of this body that oversees that the project is consistent with regional/statewide plans. It provides an all-inclusive approach in conjunction with the National Incident Management System (NIMS) integration model for interoperability, the SAFECOM Interoperability Continuum Model, the National Information Exchange Model (NIEM) for data exchange, and the Florida State Interoperability Strategy.

We are aggressively pursuing federal funding for 6 initiatives: Data Sharing at the federal/local level; First Watch Program; Emergency Communications Backup via Satellite; Mobile Communication Platform; Network Level Interoperability; and Cache Radios. Although the depth and scope of the application appears significant, the FirstWatch component can be implemented within three months of award. The data servers to facilitate the N-DEx component can be brought online in a similar time frame. The Emergency Communications back up via satellite requires no construction, utilizing existing infrastructure. The largest part of this project is the mobile communications platform. This will have to be outsourced to a vendor, but will be well accomplished within the time frame of the grant. The success of any technology project is more reliant on the training of the end user than the actual implantation hardware and software. We fully recognize this and have anticipated and planned for this.

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PROJECT NARRATIVE: VISION, GOALS, OBJECTIVES

BACKGROUND:

Given its geographical location Miami-Dade County remains the North American gateway to Latin America and the Caribbean. The County is represented by more than 2.2 million residents and continues to stand as the meeting ground for numerous multinational businesses and banks. Miami-Dade County has local targets that are concerns based on assessed vulnerability. While Miami-Dade County enjoys more than 20 miles of sandy white beaches and spans in excess of 2,000 square miles of which 645 miles of our boundary is comprised of tidal coastline; one of the largest open borders (by sea) in the nation.

As a result of Miami-Dade County's size and unique qualities, it remains a high-risk threat area for terrorism. In addition to producing mass casualties, an attack on the County can damage critical infrastructure, disrupt essential services, and cause severe nationwide economic loss. Miami-Dade stands at the intersection of the Americas and the world, and serves as a regional headquarters and operations base for more than 1,250 multinational businesses including Apple, Oracle Corp., IBM, Clorox, Burger King, and Porsche. Fifty-four percent of all U.S. trade with Central America flows through Miami. With the third highest international passenger traffic in the United States, Miami International Airport (MIA) is the "Hub of the Americas," serving as a vital gateway between the United States and Latin America. MIA ranks first among U.S. airports for international freight and third for international cargo. More than 100 airlines flew more than 30 million passengers last year. South Florida, specifically Miami-Dade County, continues to have a major concentration of several high profile infrastructure targets such as Turkey Point Nuclear Power Plant, Dolphin Stadium, American Airlines Arena, the National Hurricane Center, Miami-Dade County Water and Sewer Treatment Plant, Port of Miami, and Miami International Airport.

Miami-Dade County's unique quality places it in a state of high-risk to natural disasters (i.e. hurricanes) and man-made threats such as terrorism. Miami-Dade County along with neighboring public safety agencies require effective command, control, coordination, communication, and sharing of information with numerous criminal justice and public safety agencies, as well as public utilities, transportation agencies, and private industry.

Miami-Dade County has been a leader in providing interoperable communications to law enforcement, fire and emergency services personnel, (as already described in our scorecard from the Department of Homeland Security) coordinating and working closely with other local, state, tribal, and federal agencies in order to respond to catastrophic, civil, and eventful situations. Presently, there are 45 local, state, and tribal agencies as well as ten federal agencies that interoperate with the County's radio system with many

more agencies wanting to join our interoperable plan. In addition, all Mutual Aid state frequencies are supported on the system. Currently there are two primary disparate radio systems in Miami-Dade County. The County system is M/A-Com 800 MHz and the City of Miami is Motorola 800 MHz, while the County Fire Department operates on a Motorola 450 MHz system. The state of Florida's Statewide Law Enforcement Radio System (SLERS) is M/A-Com 800 MHz. As illustrated by these disparate systems operating within the confines of Miami-Dade County, a mechanism that can provide seamless interoperability is greatly needed (see **Appendix B** for the radio system map). There is some level of interoperability via a system patch between the Motorola system and the M/A-Com system; however this is very limited in scope, can only be used for a single resource, and must be initiated by a dispatcher at each communications center. This is a difficult procedure at best.

First Responders face numerous difficulties trying to communicate with other agencies and with each other when responding to high-profile incidents such as hurricanes, man-made terrorist events, plane crashes, and day to day "common" events. To protect life and property, public safety personnel must be able to communicate with each other across agency and jurisdiction boundaries and the lack of interoperable communications makes it difficult to mount well-coordinated responses.

Goal:

The goal of this coordinated effort is to ensure that all acquisitions for interoperable voice/data communications are carefully planned out and integrated at a regional/state level to best benefit the first responder community.

As a component of the federally mandated Tactical Interoperable Communications Plan (TICP), a complete regional assessment of resources was conducted in 2006 and the report was issued in early 2007, with very few short comings identified. Specifically, the Miami area was rated as "advanced" in the areas of Standard Operating Procedures" and in "Interoperable Usage", we fell somewhat short in "Governance" where we were still rated as in an "intermediate implementation" stage. Our goal is to take the voice and data interoperability to the next level in the Miami area. Significant strides and achievements have been made in more regional cooperation and governance over the last 12 months. The TICP scorecard is evidence that the Miami area is ready and poised to take on and deliver the next generation of proven voice and data sharing technologies. Multiple agencies and disciplines (police, fire, medical, and sheriffs) have come together over the last several years and developed a strategy that is in place for the procurement of the needed technologies to fill the known "gaps" in our communications deficiencies. This regional, collaborative approach avoids duplicate efforts and reduces the gaps that first responders face in interoperability. A holistic approach that encompasses governance, planning, coordination, and training provides a solid platform for interoperability in the region.

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Vision:

The vision of this application is to facilitate interoperable voice/data communication in the Miami-Dade County area via established standards and protocols; coupled with the ability to respond and provide critical infrastructure redundancy.

We have worked to collaborate and partner with every police, fire, and medical jurisdiction in our area. For the past four years, we have combined an area-wide group of subject matter experts that were brought to the table to establish a working group, that meets at least monthly, to evaluate, test, train, and plan for interoperable communications. We are leveraging the TICP that was successfully approved by a DHS peer review committee and given high marks as a cornerstone for our governance and SOPs that are continually updated.

Overall, we are aggressively pursuing federal funding for 6 initiatives in our region:

- Data Sharing at the federal level
- Data sharing at the local level- First Watch Program
- Emergency Communications Backup via Satellite
- Mobile Communication Platform
- Network Level Interoperability
- Cache Radios

It is our vision to remedy the known issues we face today where we are unable to effectively share data information from the federal level and locally from the municipal/county level. For data interoperability/sharing at the federal level the National Information Exchange Model (NIEM) will be followed to implement a countywide link to the Florida Law Enforcement Exchange (FLEX). This program is part of the State of Florida's strategic plan for a regional data exchange model. The FLEX model has already been identified for use as the interface with the National Data Exchange program (N-DEx) system and data mapping; logistical planning is currently underway.

For local data sharing, it is our mission to procure FirstWatch, which is a real-time, web-based, situational awareness, data surveillance, and early-warning software system. Developed in 1999, FirstWatch was designed to monitor for trends and patterns in 9-1-1 call center data that could indicate a possible WMD occurrence and other incidents of a critical nature. FirstWatch has been deployed in 24 states and provinces (representing 54 metro areas). FirstWatch is currently protecting more than 32 million people in North America. Once FirstWatch is configured to work with an agency's existing data sources (from their computer aided dispatch systems-CAD), authorized users can securely monitor for statistically significant

occurrences in user-defined criteria—from a situational awareness, homeland security, public health, or operational standpoint. This system is to be deployed countywide at all Public Safety Answering Points (PSAPs). This is a source that is available today, it has not been utilized in the past and we are confident that this system can be deployed in a matter of months so that this pertinent data source can be “mined” immediately. We are a proactive area that will utilize this data source to better protect the citizens, tourists, community, and our first responders to effectively protect the area.

For voice interoperability, the Department of Homeland Security (DHS) SAFECOM Continuum (see **Appendix D**) will be followed as well as any equipment that is procured, will be Project 25 compatible. The voice communications will be resolved on several fronts. Creation of a satellite-based communications infrastructure overlay as a readiness strategy will provide resilient and failsafe communications infrastructure to maintain and supplement established operations in the event of manmade or natural disasters. Secondly, a Network Level interoperability solution will be deployed to link first responders (approximately 6,000) together, in real-time, 24/7, without dispatcher intervention. Thirdly, we are in need of cache radios; this is an area that has not been addressed in the past but the need is immediate. Lastly, we are seeking funding for a mobile communications platform that will be utilized and shared with over 55 agencies in the area.

A. PROBLEM IDENTIFICATION AND JUSTIFICATION

Miami-Dade County requires a fully integrated system for complete interoperable voice/data communications for crises response for large scale and day to day events. Additionally, in the event of a radio or network failure, Miami-Dade County currently has no mechanism (hardened infrastructure) in place for continuity of operations.

The majority of the initial phase of the plan is centered on Miami-Dade County since it is the hub for most of the communications interoperability within its geographical boundaries. The satellite-based backup overlay will provide redundancy for Continuity of Operations (COOP) for the entire county as well as provide a level of redundancy for the second largest responding agency within Miami-Dade County, with a long term strategy to continue to connect other agencies that express interest based on the initial implementation. Satellite teleports will act as the primary hub(s) for this network. Miami-Dade Police Dispatch Center, Nine District Stations, regional police agencies served by Miami-Dade and nine primary LMR (land mobile radio) radio sites will have systems that operate in and survive 200 MPH hurricane force winds. If facilities are still standing and power is present, this satellite based connectivity will keep any linked agency operation on the grid and operational. Today, with the loss of the public telephone system and current microwave system, we live with a single point of failure. This type of failure isolates mission critical facilities (police and fire stations) that “cut off” their ability to communicate and operate back to our 9-1-1 center and other hubs essential to the delivery of basic life-saving services.

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Readily deployable mobile systems will be installed on a Mobile Communications Platform to enable the (re)establishment of operation at any remote or alternate operating location with complete connectivity and full interoperability (phone, data, radio, and video). Once system installations are completed and integrated into the existing network infrastructure, Miami-Dade Police, fire, medical, and the agencies (35 municipal police departments, 1 tribal police department, four local fire departments, 5 state agencies, and ten federal agencies) they support and to whom they provide services will truly become freestanding and self-sufficient. This vehicle will be deployed to remote, damaged, or otherwise inaccessible areas where instant communications for first responders can be set up upon arrival. Today, no such mechanism exists and this gap has been highly problematic in the past several years. We have failed to serve our first responders with the basic communications they require to do their job. Miami-Dade is committed to deploying this type of "run and ready" mobile communications 24/7 for any agency in the state that needs this type of support.

Another key objective is increased interoperability via additional talk paths at the network level via an Internet Protocol (IP) based system. This system converts radio voice transmissions into data packets that can be routed to any radio system and allow dynamic interoperable communications via up to 68,000 talk paths. The over 55 agencies within Miami-Dade County that wish to participate will be allowed to join this system. It is Project 25 compatible and this level of interoperability pushes almost to the highest "shared system" end of the SAFECOM Continuum. We are keenly aware that it is not immediately feasible for everyone in the area to operate on the same radio system. The costs would be substantial to change-out legacy radio systems to the same vendor under the guise of interoperability. However, Network Level solutions are ready today to be deployed in the area. We would be able to pre-configure in advance, the necessary talk-paths or links for any first responder to talk to each other. We would have the talk-paths labeled in common language across all boundary lines so that first responders can switch to a pre-designated talk path on their existing mobile or portable radio and talk to anyone else in the area. This can be accomplished through installation of a gateway and a re-program of an existing radio, regardless of frequency band or manufacturer. The IP system can take us into the future (past what the COP's funding provides) to fully integrate and migrate the area to full Project 25 Phase II capability. We would be leveraging this IP Network Level infrastructure into future technologies for video, P25, and data capabilities. (Similar successful solutions have been deployed in Denver and in the DC area. We would seek best practices from these cities for our deployment to avoid any known issues).

The addition of 500 cache radios will provide a mobile deployable resource for distribution and use by incoming agencies rendering aid to Miami-Dade County or the surrounding area. Historically, whenever a disaster has impacted Miami-Dade County, agencies from throughout the United States deploy into the

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county to offer assistance. A radio cache of this type will cover those agencies originating outside the area, which will not have the necessary equipment. Miami-Dade has never had any extra cache radios for deployment. This has been a major inhibitor for us to utilize other volunteers, rescue workers, and first responders. These radios will be pre-programmed in advance (for police, fire, medical, and volunteers), ready for immediate deployment and they will come with instruction cards for the first responders to be able to use upon issue. The radio cache is a supply that has not been available during past events, and it has been the county's experience that this is an existing gap in our communications plan that will be easily filled with the cache radios.

In the event of a major emergency or search and rescue operation, this Mobile Communications Platform contains interoperable technology that can provide critical communications capabilities for emergency personnel and search and rescue teams. In addition, the Mobile Communications Platform is able to serve as a temporary replacement for a 9-1-1 center for the purposes of dispatching radio calls on multiple frequencies simultaneously. The Mobile Communications Platform has the capability to be operational within ten minutes of arriving on-scene and does not require that land-based infrastructure be operational. This reflects the reality that at the start of a deployment there is limited personnel to operate the Mobile Communications Platform, yet the first hour of the incident is demanding. The Mobile Communications Platform can also cooperate with other mobile command vehicles, which are common at most larger incidents.

All of the requested equipment, inclusive of the Mobile Communications Platform would be housed within a category 5 facility and maintained by dedicated staff that currently maintains the county radio system today and has since the system was installed.

Specific Problems:

Today, the Miami-Dade area has a severe short-coming completing day to day interoperable communications. For example, a Florida State Patrolperson, operating on the state of Florida's radio system is unable to directly communicate to a Miami-Dade dispatcher. When that State Patrolperson is on a traffic stop and needs immediate assistance, they have to radio to their dispatcher, who in turn calls on the phone back to the County dispatcher requesting back up. Valuable and critical time is lost with this antiquated system of communications. The majority of system ties were accomplished through ACU-1000 technology that, though still functions, is not the best mechanism to use due to the voice clipping at the front end of the conversation and it requires dispatcher intervention, which has consistently been an issue waiting for a link to be set up, when time is of the essence. Again, time is lost and in a matter of minutes a "routine" traffic stop is escalated to an "officer calling for help" who today can't communicate in another jurisdiction. Solution: With the implementation of the IP gateway (Network Level Interoperability)

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disparate radio systems can successfully be bridged with seamless interoperability. As mentioned, first responders won't have to rely strictly on a dispatch patch or other outside intervention to be able to talk directly to another dispatch center or first responder for assistance. They would switch to a pre-designated position on their mobile or portable and talk directly to the person they need to, without waiting for a patch when critical seconds count. As in Super Bowl XLI in January 2007, where an IP gateway was borrowed for the event, multiple talk paths were pre-defined and established allowing the disparate radio users to access each other by merely changing a channel on their radio to a created "talk path." This solution has been tried, tested, and passed our initial tests in the field during a high profile event.

On May 11, 1996, Value Jet, flight 592 crashed in a remote section of the Florida Everglades. Although an Incident Command structure was utilized for the recovery, there were severe constraints and obstacles that were encountered from lack of infrastructure to interoperability amongst the first responders and investigating federal agencies. Due to the extent of the scene and physical location the recovery effort took months to complete. Solution: A mobile communication platform with the ability to provide infrastructure at a remote location would have facilitated interoperability at the scene as well as assisted all involved in the recovery effort through connectivity with the rest of the world through non-terrestrial means via a satellite link. The cache of radios would have allowed any first responders to have a radio that could perform on the stand alone system on the Mobile Communications Platform. Additionally, the other agencies could be connected into the scene via the IP gateways and linked back together via the satellite uplink. All facets of this request could have been leveraged in this serious and significant recovery effort.

Several other examples of this same interwoven response can be illustrated with Hurricane Andrew in August of 1992 wherein a large swath of Miami-Dade County was destroyed, including a significant amount of infrastructure. Solution: A holistic model such as we have identified would have provided instant infrastructure and connectivity for any and all operations that needed to continue. During the storm, 9-1-1 went out along with a significant part of the rest of the infrastructure. With non-terrestrial satellite overlay a 9-1-1 call would be re-routed over the satellite to any location that is undamaged and has an uplink or to a created location that is being supported by the Mobile Communications Platform. Imagine having the flexibility to set up a complete communications center in a tent in the aftermath of a disaster to receive all forms of communication, radio, telephone, data, and 9-1-1 calls; via the Mobile Communications Platform support with the satellite overlay. This same technology would have helped in the aftermath of Hurricane Katrina in New Orleans. Satellite communications for voice and data were demonstrated successfully on a smaller scale by private companies after Katrina. As for the radio infrastructure loss, the plan calls for each LMR site to have an uplink on it, should a site sustain damage and be unable to relay back to the main communications center, the uplink would route the transmissions via satellite and allow radio traffic to continue. This strategy continues through telephone and data at all

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critical locations. This will provide for a more rapid recovery and continuity of operations in the aftermath of a disaster.

On September 11, 2001, an attack occurred on the United States. In the aftermath many shortcomings were identified, inclusive of a lack of interoperability between first responders. Many of these issues either have been resolved or are in the process of resolution. This grant will resolve a lot of those issues for Miami-Dade County. One issue though that has not been addressed sufficiently is the identification and sharing of information and data. Had mechanisms such as connectivity to FLEX/N-DEx been available prior to the incident, perhaps valuable information would have been shared and the outcome different. Clearly we know that through the sharing of information now several potential disasters have been averted. As the 9/11 Commission Report poignantly stated, "The biggest impediment to connecting the dots is the human or systemic resistance to sharing information." Information sharing has become a mission critical component of today's public safety mandate. Moving this data across disparate systems (voice and data) and political boundaries into the hands of those who need to know has been and continues to be a significant challenge. The benefits of sharing basic incident and arrest data across jurisdictional boundaries are infinite. A national program of this magnitude entails significant start-up costs and a need for ongoing funding. N-DEx establishes a resource that enhances the safety of all citizens; as such it logically deserves and requires federal funding.

The FirstWatch system is a situational awareness and surveillance software system. Once a concerning volumetric or geographic trend (or pattern) is detected, the FirstWatch system will automatically alert user-defined personnel by sending summary call charts and a map showing geographic distribution of occurrences via email, pager, SMS (short text message) or fax. Alerted personnel can use the real-time FirstWatch information to determine the nature and significance of the occurrence, and take appropriate steps to warn and protect the public (as well as first responders), if necessary. Imagine being alerted to a potential pandemic or biohazardous attack event before it had the opportunity to spread significantly, or the ability to defuse a potential attack due to links having been made by through the information obtained from the CAD data.

Miami-Dade County recognizes its vital role in the effective operation of governmental services and equally its responsibility to ensure continued operation of the local economic, social, and governmental services. A critical component in this operation is the requirement to place emphasis and priority on operational readiness and the ability to communicate with local, state, and federal interests. In response to this requirement, Miami-Dade County's Comprehensive Emergency Management Plan encompasses an all hazards approach to preparedness and protection of our community. As part of the approach, the County has developed a Domestic Preparedness Strategy (DPS) built on the National Strategy for Homeland Security and the State of Florida's Domestic Security Strategy. This initiative proposes current

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conditions, levels of readiness, and future plans to increase the communication systems interoperability status and bring Miami-Dade County closer to serving as a central coordination point for the South Florida region. Miami-Dade County, anchored by its seaport and airport, remains the North American gateway to Latin America and the Caribbean.

a) Government Facilities

- The County is home to several U.S. operations, including: Secret Service Headquarters Office, U.S. Attorneys Office, Regional Office of the Federal Bureau of Investigation, U.S. Regional Coast Guard Base, Federal Courthouses, and more.
- Municipal, County, and State buildings remain a possible target.

b) Transportation Centers

- The Port of Miami-Dade; Miami International Airport; and the Miami River.
- International flights bound for Miami and other U.S. cities have been canceled for security concerns.

c) Civic/Political Leaders

- The County is home to 61 foreign consulate offices and 25 foreign trade offices, the most in the State of Florida.

d) Schools & Educational Facilities

- The County has 340 public schools serving over 370,000 students. Many of the charter schools offer an International Studies program in cooperation with several consulates.

e) Banks & Financial Institutions

- The County is home to over 100 commercial banks, thrift institutions, foreign bank agencies, and Edge Act banks.

f) Electric Power Plants & Water Treatment Plants

- The Miami-Dade County Water and Sewer Department is sixth largest public utility in the United States.
- Turkey Point Nuclear Power Plant, operated by Florida Power and Light (FPL), is the largest electric utility in Florida, serving about half of the population of Florida.

The law enforcement and fire departments in the Miami-Dade area have a long history of cooperation and collaboration in solving problems. Numerous Memorandums of Understanding as well as other Interlocal Agreements have been drafted and signed to address specific issues that routinely face the public safety agencies in the Miami-Dade Area.

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B. GOALS AND OBJECTIVES:

Goal 1. To evaluate current existing resources and identify a method to integrate them into the overall interoperable strategy which includes the statewide strategy within the first quarter of the implementation of the grant.

Objective

- 1.1 Obtain a record of all equipment from each participating agency that will be integrated into the interoperable network. We will refresh the data collected from the TICP and provide an update.
- 1.2 Identify any other resources including key personnel that may be leveraged.

Goal 2. To develop a system that will provide seamless voice and data sharing for all first responders as well non-terrestrial redundancy and to alert them to any potential threats prior to their arrival.

Objective

- 2.1 Establish pre-defined talk paths across any of the disparate radio systems that operate with Miami-Dade County. This will allow all police and fire agencies to share real time information without the requirement of a dispatcher patch or any other human intervention.
- 2.2 Establish pre-defined data paths based on the NIEM system for data sharing and provide FLEX and N-DEx connectivity to law enforcement agencies.
- 2.3 Establish a non-terrestrial back up for voice and data communication for continuity of operations and implement infrastructure managed by the counties, not relying on the public networks.
- 2.4 Implement the FirstWatch data mining program to analyze real time data and warn first responders of potential WMD pandemic events or criminal trends.
- 2.5 Purchase of the required equipment for the seamless networks and redundancy layers.
- 2.6 Installation of all of the required equipment to establish the networks and applications, including any programming that may be required.
- 2.7 Field test the equipment and validate seamless interoperability.
- 2.8 Annually re-evaluate the equipment and standard operating procedures for needed changes and or additions.

Goal 3. To establish dynamic interoperability for all first responders in real time, across disparate radio systems and frequencies with out any intervention or patches.

Objective

- 3.1 First responders will be able to communicate across different radios systems as needed, in real-time, 24/7.
- 3.2 Protocols, training, and plans will be developed and distributed to first responders and dispatchers for use of this level interoperability.

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3.3 Annually re-evaluate these procedures and protocols for any needed modifications. First responder input will be generated in completing these updates.

Goal 4. To convert legacy Computer Aided Dispatch and report data to the National Information Exchange Model (NIEM) for law enforcement. The data will then be readily available for data sharing initiatives including, and not limited to, the Regional Law Enforcement Exchange (RLEX), the Florida Law Enforcement Exchange (FLEX), and N-DEX.

Objective

- 4.1 Establish multi-agency data capabilities to share information.
- 4.2 Establish and convert data into the NIEM model for interoperable data communication.
- 4.3 Establish connectivity to the RDEX/FLEX.
- 4.4 Establish connectivity to the N-DEX.

Goal 5. To create a model for other MSA's to utilize as a guideline for voice/data interoperability.

Objective

- 5.1 Document an after action report of the implementation process, showing any problems encountered and how they were addressed.
- 5.2 Make the report available to any agency who requests it.

Goal 6. Measure the effectiveness of the interoperability system within six months of the implementation of the system.

Objective

- 6.1 Create a tool to measure effectiveness.
- 6.2 Design a table top exercise that will test and document the key components of the systems.
- 6.3 Identify any short coming and make modifications if necessary.
- 6.4 Invite peers for other large cities to evaluate the effectiveness of the systems from an outside perspective.

C. IMPLEMENTATION PLAN

Innovation Approach:

Most of the technology proposed is not new, but the concepts and cooperation through strategic planning and the SERDSTF Communications Functional Work Group (FWG) is a relatively new approach to a concerted effort to alleviate a problem at a larger level. There are a variety of challenges to interoperability: some are technical, some financial, and some stem from human factors such as inadequate planning and lack of awareness of the vital importance of interoperability. According to a report from the Department of Homeland Security National Task Force on Interoperability, "Why Can't We Talk? Working Together to Bridge the Communications Gap To Save Lives" published in February 2003,

DP

the emergency response community views **limited and fragmented planning and coordination** as one of the key issues hampering emergency response wireless communications. This issue has been overcome through the implementation of the RDSTF. Together the group can work together and speak to the interoperability needs on a regional approach.

IP (Internet Protocol) Network:

Miami-Dade County is proposing as part of its solution an innovative network level interoperability technology solution to achieve the objectives of the project. The foundation of this innovative solution is IP based which is the backbone protocol used in government and private sector local area networks and the Internet to connect many disparate computer systems over a common global standard. The technology is proven, reliable and scalable, and can be used to interconnect a few agencies in a county or it can easily grow to connect regional and statewide disparate (voice or data or both) public safety agencies.

The network will link together multiple radio types in multiple frequency bands by converting the radio audio packet data that can then easily be transported over a wide area network that uses Internet Protocol a software switch that runs on an industry standard work station will control the routing of calls among the different communicating agencies. Each audio node in the packet-switched network will have an IP address known by the switch, making it easy to segregate or combine callers into interoperability talk groups. This network will have a minimum capacity of 50,000 connection capacity in order to handle multi-agency traffic across the region.

Project 25 Compatibility:

The voice interoperability projects will all be to Project 25 compatibility. All radios and equipment purchased will be Project 25 compliant. The IP gateway is a network level solution that is integrated at the infrastructure level through the conversion of audio signals into digitized packets. This allows all radio users, even if they are not Project 25 compliant to interoperate on the system through the IP network.

NIEM Compliance:

The funding will be utilized to convert legacy Computer Aided Dispatch and Report data to the National Information Exchange Model (NIEM) for law enforcement. The data will then be readily available for data sharing initiatives including, and not limited to, the Regional Law Enforcement Exchange (RLEX), the Florida Law Enforcement Exchange (FLEX), and N-DEx. Each participating law enforcement agency that submits data to the program retains ownership and management control over its data. N-DEx will supply system controls to allow agencies to decide what data to share, as well as who can access it and under what circumstances. These controls will enable agencies to participate in accordance with the local

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applicable laws and policies governing the dissemination and privacy of their data. Only data classified as sensitive but unclassified (SBU) or below will be permitted in FLEX/N-DEX. The transport and security mechanisms for the transfer of data to the FLEX and N-DEX systems will utilize the same level of security and protocols that the used today for the transport of data to the Florida Crime Information System (FCIC) and the National Crime Information System (NCIC).

Project Coordination, Governance, and Multi-Jurisdiction/Multi-Discipline Approach

Since November 2001, Florida has had in place a Regional Domestic Security Task Force (RDSTF) structure. This structure consists of a designated unified command for terrorism/all hazards related events, that is led by the Executive Director of the Florida Department of Law Enforcement, who works in cooperation with the Director of the Division of Emergency Management to direct and coordinate the response to terrorist attacks, to direct regional assets for the duration of the event/response, and to ensure uniform, statewide task force operational protocols and procedures for prevention of and response to terrorist/all hazards activities. The state is divided into seven regions, which mirror the seven FDLE regions within the state. By statute, each region has a sheriff or police chief and the FDLE Regional Director as the designated Co-Chairs of the region. Each region is represented by fire, police, medical, federal, state, tribal, and military responders. They are further broken down by discipline (see **Appendix E** for list). The Region 7 Communications Subgroup coordinates the acquisition and integration of equipment into the State/Regional strategy. In September 2007, Director Robert Parker of the Miami-Dade Police Department was appointed Co-Chair for the SERDSTF along with Special Agent in Charge, Amos Rojas of the Florida Department of Law Enforcement, representing more than 100 agencies.

Southeast Regional Domestic Security Task Force (SERDSTF) Functional Work Group (FWG) Communications Accomplishments (Monroe, Miami-Dade, Broward, and Palm Beach County)

- Participated in the DOJ UASI Plans. Miami was selected as one of the 25 cities to receive funding and assistance with short-term interoperability solutions. Also, Ft. Lauderdale was selected as one of the 75 cities to receive funding and assistance with short-term interoperability solutions.
- Assisted the State Technology Office in the design and implementation of the Florida Interoperable Network (FIN) that provides interoperability between 260 public safety agencies statewide.
- Conduct FIN testing among system users.
- Assisted in preparation of the Mass Migration Communication Plan.
- Assisted in preparation of the WMD exercise at the ProPlayer Stadium (2003).
- Work with SPAWAR representatives regarding technical communication documentations for the Region.

- Developed region wide mutual aid talk groups to be installed in all public safety radios in Palm Beach, Broward, Miami-Dade, and Monroe Counties.
- Developed documentation for a Regional Communications Response Team.
- Developed a Tactical Interoperability Communications Plan (TICP) for the Region.
- Conducted an IED / TIC Full Scale Exercise to test the Regional TIC plan.
- Conduct regional training for first responders and public safety communications employees on regional radio equipment and procedures.
- Participate in regular communication Table-Top Exercises across the Region.
- Participated in planning for the full scale exercise Operation Vigilant Sentry (OVS) for Mass Migration.
- Assisted in the development of the regional communications plan for Super Bowl 2007.

The SERDSTF Communications Work Group meets monthly to discuss regional issues and strategies for implantation of new technologies and any issues concerning the region.

In addition to the regional coordination and governance above, an interdisciplinary project team has been assembled across County Departments. This includes Miami-Dade Police Department, Miami-Dade Fire Rescue, Enterprise Technology Service Department, Office of Emergency Management, Office of Strategic Business Management, and Office of the County Manager. The project manager has been appointed, Lieutenant George Perera, from the Miami-Dade Police Department Communications Bureau. This team will meet regularly for inter-agency implementation of the project and future strategic planning.

D. EVALUATION PLAN/EFFECTIVENESS OF PROGRAM

The success of this project shall be measured on several fronts. First and foremost, we shall develop timelines and project milestones. (see **Project Timeline**, pg. 33) These milestones shall be calculated from the date of award through project completion, with an understanding that some of the components of this project will be completed in three to six month time frames, and in other instances the project could take more than twelve or more months. The milestones will be documented in quarterly intervals. Secondly, we shall document and share the successes of how the purchased equipment is used, when it is used and how the first responders benefit from the system purchase or enhancement. This information will be disseminated through the State of Florida Regional Domestic Security Task Force (RDSTF), Communications Sub-Committee, the International Association of Chief's of Police, and the InterAgency Board.

All of the agencies shall collaborate in planning and executing a field exercise to test and evaluate the communications capacity of the equipment and technology purchased. The Miami-Dade Police

Department shall analyze the exercise and document the resulting evaluation in tandem with the SERDSTF. This information shall be a part of the grant reporting and may be used by other agencies attempting to develop communication interoperability in the future. Moreover, the training and information sharing will also take place through the area's police and fire departments.

E. ADDITIONAL INFORMATION

LIST OF PARTNERS

Letters of Support (Appendix H) and Mutual Aid Agreements(Appendix I)

Miami-Dade County Chiefs of Police Associations

Municipal and Other Local

Police Departments:

Aventura
Bal Harbour
Bay Harbor Islands
Biscayne Park
Coral Gables
El Portal
Florida City
Florida International University Police
Golden Beach
Hialeah
Hialeah Gardens
Homestead
Indian Creek
Key Biscayne
Medley
Miami
Miami Beach
Miami-Dade County Public Schools
Miami Shores
Miami Springs
North Bay Village
North Miami
Opa-locka
Pinecrest
South Miami
Sunny Isle Beach
Surfside
Sweetwater
University of Miami
Virginia Gardens
West Miami

Fire Departments

Miami-Dade
Hialeah
Miami Beach
Miami

Tribal Entity

Miccosukee Tribe

State Agencies

Department of Corrections
Florida Department of Law Enforcement
Florida Highway Patrol
Florida Marine Patrol
State Attorney

Federal Agencies

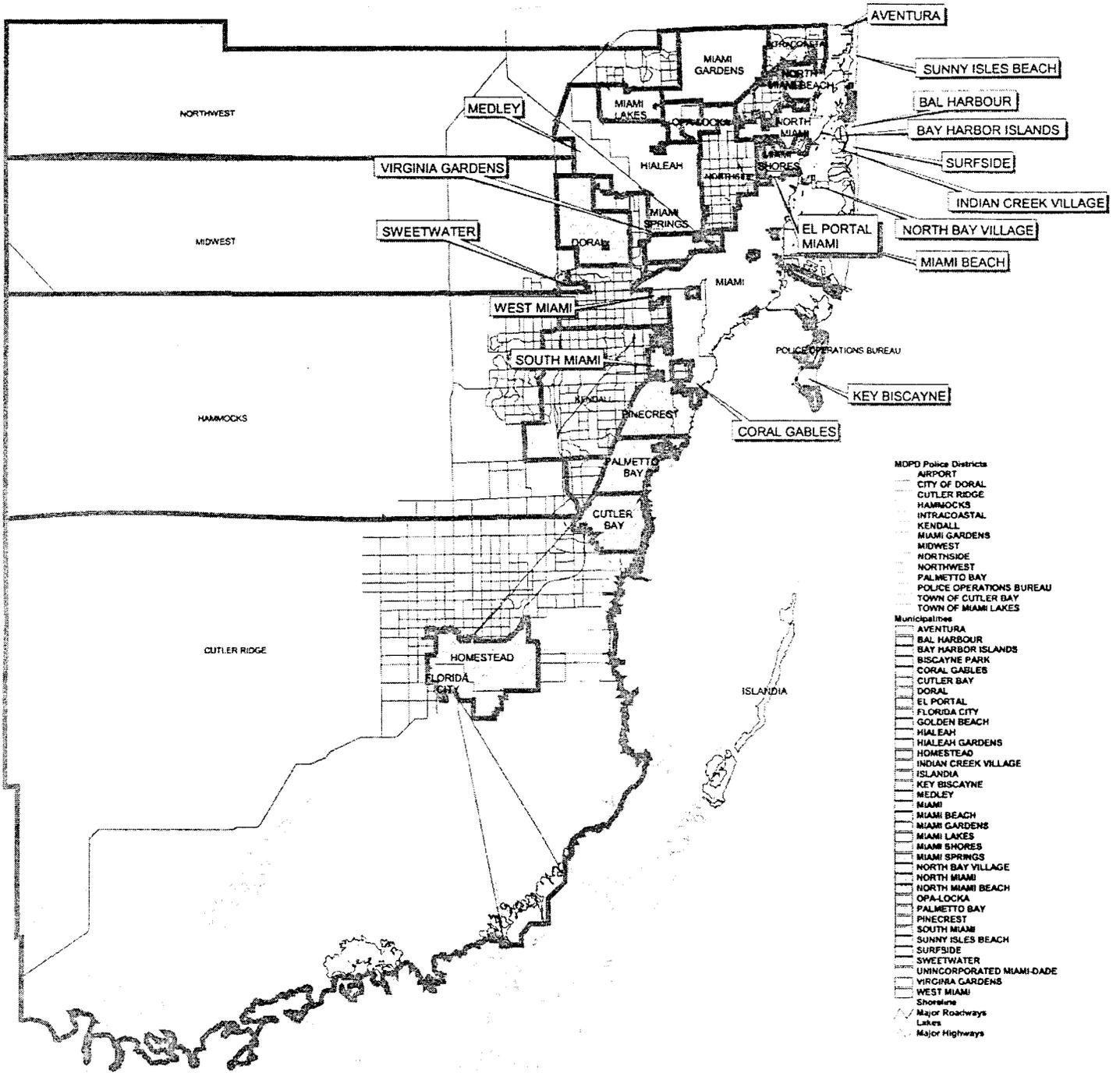
DEA
US Attorney
ATF
FBI
US Coast Guard
US Customs
US Marshals
Border Patrol
INS
Southern Command

County Agency

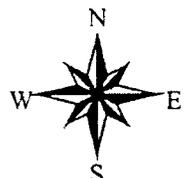
Enterprise Technology Services Department
Office of Emergency Management

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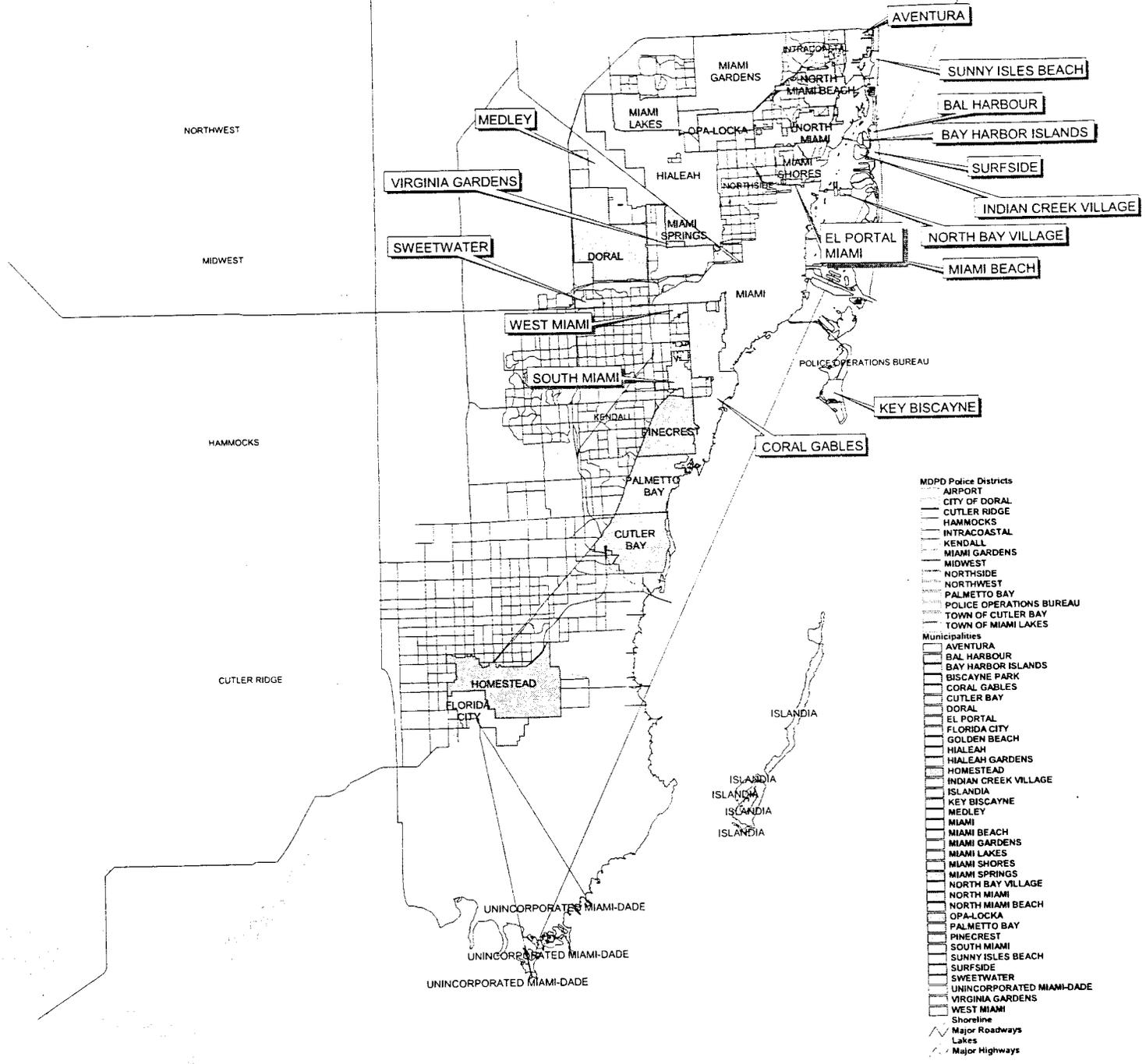
Miami-Dade County Districts, Municipalities, & Boundaries



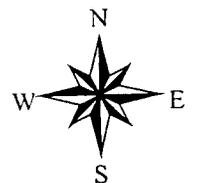
33



Miami-Dade County Districts, Municipalities, & Boundaries



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Florida Department of
Law Enforcement

Gerald M. Bailey
Commissioner

Miami Regional Operations Center

1030 NW 111th Avenue
Miami, Florida 33172
1-800-226-3023
www.fdle.state.fl.us

Charlie Crist, Governor
Bill McCollum, Attorney General
Alex Sink, Chief Financial Officer
Charles H. Bronson, Commissioner of Agriculture

June 26, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007 Technology Program Grant

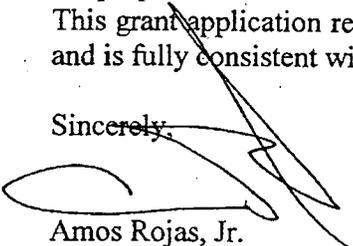
Dear Mr. Burgess:

As the designated State Administrative Agency (SAA), the Florida Department of Law Enforcement (FDLE) is responsible for statewide homeland security strategy and planning efforts. With regard to this grant initiative, the FDLE recognizes the challenges of this region concerning issues of data information sharing and voice interoperability.

The Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant provides a model which addresses these challenges and it is consistent with statewide plans. In addition, the grant initiative will be incorporated into the work of the Southeast Regional Domestic Security Task Force (SERDSTF) Communications Functional Working Group (FWG). This FWG will provide the governance structure to ensure that the planning and implementation of the grant model remain consistent with regional and statewide plan goals and objectives. Likewise regional and state planning documents will incorporate this strategy as a key component in our state and regional response strategy

This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies outlines in the proposal continue our integration with federal, state, local and tribal emergency management plans. This grant application represents the collective work and ideas of public safety agencies in this region and is fully consistent with regional and statewide current and future plans.

Sincerely,



Amos Rojas, Jr.
Special Agent in Charge
Miami Regional Operations Center

*Please hand deliver original letter on agency letterhead:
Susan Windmiller at MDPD HQ, 9105 NW 25th Street, 3rd Floor
A Scanned version may be sent via email to Susan Windmiller Miami-Dade Police Department
swindmiller@mdpd.com*

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BUDGET NARRATIVE AND TIMELINE

The Miami-Dade County has prepared a budget which provides the most cost effective solution consistent with the proposed model following Department of Homeland Security Guidelines for Interoperable Voice/Data Communication.

PERSONNEL:

There are no personnel expenses being requested for this proposal.

EQUIPMENT/TECHNOLOGY:

Data

The costs budgeted for the NDEx, \$120,000, provides for connectivity to the Federal Bureau of Investigation NDEx system. The connection to NDEx will occur via FLEX, Florida Law Enforcement Exchange, a regional data exchange model. The FLEX system will connect to the NDEx facilitating the transfer of crime data for investigations, crime analyses, law enforcement administration, strategic and tactical operations, and national securities responsibility. The FirstWatch, \$600,000, is a real-time, web-based, situational awareness, data surveillance and early-warning software system. This will provide significant improvement to first responders in the Miami-Dade County area.

Voice

The M/A-COM Network First is both hardware and software that will increase the number of users who may access the gateway for interoperable voice communication. This includes the IP Gateway, digital voice units for interoperability, and network engineering and system applications for a cost of \$1,758,700. The Mobile Communications Infrastructure Platform, \$1,850,300, will be equipped with a full radio system, phone switch, video equipment, and satellite and data network to restore a complete site in the event that one is damaged during an event. The mobile unit would provide first responders in the County or the surrounding region with the ability to provide service in areas that currently do not have service for a critical event. This project provides a mobile deployable resource of 500 radios for distribution and use by incoming agencies rendering aid to Miami- Dade County, \$1,905,000. Historically, whenever an event has impacted Miami Dade County, agencies from throughout the United States are deployed to the county and offer assistance. A radio cache of this type will cover those agencies originating outside Region 7 and providing mutual aid disaster response, and will not have the quad county interoperability solution. Also, this will provide support for other jurisdictions in the Miami-Dade County who may need this support.

Satellite

The satellite-based backup overlay, \$1,326,000, will provide redundancy for Continuity of Operations (COOP) for the entire county as well as provide a level of redundancy for the second largest responding

agency within Miami-Dade County, with a long term strategy to continue to connect other agencies that express interest based on the initial implementation.

OTHER COSTS:

Training Administration funds, \$418,480, will provide the Miami-Dade County Training Bureau funds to provide training to system users. The Miami-Dade Police Department has a countywide state of the art training facility offering courses in an array of law enforcement, incident response, and management training on demand. Trainees attend from jurisdictions around the county and also the entire country to attend these classes. With regard to training for this project, a variety of training approaches will be used which consider the numbers to be trained, different disciplines, jurisdictions, and levels of personnel from technicians, dispatchers, officers, fireman, supervisors, command personnel, executives, etc.

The Video Services Unit of the MDPD Training Bureau will produce a series of training videos at a cost of approximately \$1,000 per minute based on experience in producing these kinds of films. Using new technology, videos may be Web-Based, distributing to a large number of trainees in a cost effective manner. In addition, training will be provided to approximately 6,000 end users in a classroom setting and follow up will occur via use of the video. End users include personnel from the county area and region. To ensure that training reaches all personnel who may be impacted by this new technology, training may be provided via other media to provide as many avenues as possible to disseminate information such as printing of laminated cards for easy reference (pocket size and visor models for vehicles), links to web, and DVD/CD's, etc. Training materials will be specifically designed by a team of trainers and end users from participating jurisdictions.

SUPPLIES:

No Supplies will be funded with this award.

TRAVEL/TRAINING:

Travel has been budgeted for the required kickoff conference and regional conferences, approximately four, as required by the grant, \$21,520.

CONTRACTS/CONSULTANTS:

There are no consultant fees or contracts being requested for this proposal.

APPLICANT CASH MATCH:

The Cash Match for this grant is \$ 2 million and will be provided by Miami-Dade County from the Capital Outlay Reserve Fund.

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PROJECT TIMELINE

Project Timeline

Project Time Line												
Project Goals	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Evaluate Resources	X											
2. Develop System for Seamless Voice/Data		X	X	X	X							
3. Establish Dynamic Interoperability			X	X	X	X	X					
4. Convert Legacy CAD and Report Data			X	X	X	X	X	X	X	X	X	X
5. Create model for other MSA's	X	X	X	X	X	X	X	X	X	X	X	X
6. Measure effectiveness of Interoperability System											X	X

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BUDGET DETAIL WORKSHEETS

OMB Number: 1103-0097

Expiration Date: 2/29/2008

* Applicant Legal Name:

ORI #:

Miami-Dade County

COPS FUNDING REQUEST

Federal assistance is being requested under the following COPS Office funding category:

* Please select the funding category that was selected on the COPS Application Attachment to SF-424.

- | | |
|--|---|
| <input type="checkbox"/> COPS in Schools | <input type="checkbox"/> Targeted Programs |
| <input type="checkbox"/> Tribal Programs | <input checked="" type="checkbox"/> Interoperable Communications Technology Program |
| <input type="checkbox"/> Universal Hiring Program | <input type="checkbox"/> Secure our Schools |
| <input type="checkbox"/> Community Policing Development Programs | |

A. Sworn Officer Positions

No Sworn Officer Positions Requested

Instructions: COPS hiring grant programs pay for entry-level salaries and benefits of newly hired, additional sworn law enforcement officers for a period of thirty-six (36) months.

This worksheet will assist your agency in properly organizing your **maximum estimated** salary and benefit costs and providing the necessary financial details for review by the COPS Office. Please list the entry-level base salary and fringe benefits **rounded to the nearest whole dollar** for one sworn officer position within your agency. COPS hiring funds may also be used to pay for entry-level salaries and benefits of newly-hired, additional officers who will backfill the positions of locally-funded veteran officers that will be deployed into community policing specialty areas (i.e., School Resource Officers). **Do not include employee contributions.**

Complete part 1 if you are requesting funds for full-time officer positions; part 2 if you are requesting part-time officer positions; and both parts 1 and 2 if you are requesting full and part-time officer positions.

Officer Positions Requested:

* Full-time: * Part-time:

Enter the number of new, entry-level full-time and/or part-time officer positions that are being requested. Do not include any officers already funded (or for which funding has been requested) under any other COPS grants or any positions otherwise funded with state, local, tribal, or BIA funds. Your request should be consistent with your agency's law enforcement needs. Do not request more positions than your agency can support and retain.

Please complete if your agency is requesting part-time officers:

Part-Time Hours:

- * What is the average number of hours per week that your part-time COPS officer will work?
- * How many hours per week is considered full-time employment?
- * What is the average number of hours per year that your part-time COPS officer will work?
- * What is the hourly rate for the part-time COPS officer?

To calculate the base salary amount for part-time officers, multiply the hourly rate by the average number of hours per year that the part-time COPS-funded officer will work. You will enter this base salary on page 4.

Note: There is a funding cap for part-time officers in proportion to the number of hours worked and the maximum federal funding allowed under a particular COPS hiring program. For example, "COPS in Schools" has a maximum federal share of \$125,000. The part-time federal funding cap would be calculated as follows: 20 hours/40 hour week = .5 full-time equivalent; part-time federal share cap = .5 X \$125,000 (maximum allowed) = \$62,500. "The Universal Hiring Program" has a maximum federal share of \$75,000. The part-time federal funding cap would be calculated as follows: 20 hours/40 hour week = .5 full-time equivalent; part-time federal share cap = .5 X \$75,000 (maximum allowed) = \$37,500.

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* Applicant Legal Name:

ORI #:

Miami-Dade County

B. Civilian/Other Personnel

No Civilian Personnel Positions Requested

Instructions: Each position must be listed and computed separately. On this page you can enter one civilian position and then by extracting the Civilian/Other Personnel Attachment form, can enter 9 more unique positions for a total of 10. Complete each position in accordance with the instructions. Please remember that any files you attach on the page must be a PureEdge document. If more than 10 positions are requested please complete additional pages using the Civilian/Other Personnel Attachment form on this page and attach them using the Other Attachments form.

* Position Title: None

* Base Salary Computation: ((0.00 X 0.00) X 0) = 0.00 (Base Salary Subtotal)
 ((Annual Base Salary(\$)) X Percent of Time Devoted to the Project(%)) X Number of Years Devoted to the Project

Fringe Benefit	Cost (\$)	% of Base Salary Subtotal	Additional Information
*Social Security			Can't Exceed 6.2%. If Exempt Check Here: <input type="checkbox"/>
*Medicare			Can't Exceed 1.45%. If Exempt Check Here: <input type="checkbox"/>
Health Insurance			Family Coverage? <input type="checkbox"/> Yes <input type="checkbox"/> No
Life Insurance			
Vacation			Number of Hours Annually: <input type="text"/>
Sick Leave			Number of Hours Annually: <input type="text"/>
Retirement			
Worker's Comp			
Unemployment Ins.			
Other			* Describe: <input type="text"/>
Other			* Describe: <input type="text"/>
Total Fringe Benefits:			

Subtotal Position Salary and Benefits: 0.00

[Click here to extract the Civilian/Other Personnel Attachment](#)

Important: Please attach your Civilian/Other Personnel position file(s) with the file name of the position title. Each file name must be unique.

1) Please attach Attachment 1	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
2) Please attach Attachment 2	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
3) Please attach Attachment 3	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
4) Please attach Attachment 4	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
5) Please attach Attachment 5	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
6) Please attach Attachment 6	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
7) Please attach Attachment 7	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
8) Please attach Attachment 8	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment
9) Please attach Attachment 9	<input type="text"/>	Add Attachment	Delete Attachment	View Attachment

* CIVILIAN/OTHER PERSONNEL TOTAL: 0.00
 (Add together all Subtotals per position) Total Civilian/Other Personnel Cost (Transfer to Budget Summary Line 2)

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Please include a detailed position description for all positions listed in the Budget Narrative

C. EQUIPMENT/TECHNOLOGY

Unit Item Description	# of Items / Units	Unit Costs (\$)	Per Item Subtotal (\$)
Federal Bureau of Investigation NDEx System Connectivity	1	120,000.00	120,000.00
First Watch, web-based early warning software system	1	600,000.00	600,000.00
Non-terrestrial backup for Emergency Communications: Satellite backup for Radio/Telephone/Data	1	1,326,000.00	1,326,000.00
Radio Interoperability – IP Gateway System; Gateway Digital Voice Units Interoperability Talkpaths	1	426,000.00	426,000.00
System Applications	1	1,058,000.00	1,058,000.00
Network First Engineering and Services	1	274,700.00	274,700.00
Mobile Communications Infrastructure Platform	1	1,850,300.00	1,850,300.00
Radio Cache (500 units)	500	3,810.00	1,905,000.00
EQUIPMENT TOTAL:			7,560,000.00

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* Applicant Legal Name:

ORI #:

Miami-Dade County

D. OTHER COSTS

No Other Costs Requested

Instructions: List other requested items that will support the project goals and objectives as outlined in your application. Other costs may include items such as overtime and background investigations for law enforcement officer positions(s) and/or civilian position(s) if allowable under the program for which you are applying. If additional budget information is required to be entered for this category please complete the information in an electronic format and attach the document using the "Other Attachments" form found in the Pure Edge forms package.

Pursuant to the Science, State, Justice, Commerce, and related agencies Appropriations Act, 2006, P.L.109-108, be advised that, to the greatest extent practical, all equipment and products purchased with these funds must be American-made.

See the COPS Application Guide for a list of allowable/unallowable costs for the particular program for which you are applying.

* Unit/Item Description	* Computation		Per Item Subtotal (\$)
	(# of Items/Units	X Unit Cost(\$)	
Training Administration	1	418,480.00	418,480.00
OTHER COST TOTAL:			418,480.00

Transfer to Budget
 Summary Line 4

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* Applicant Legal Name:

ORI #:

Miami-Dade County

F. TRAVEL/TRAINING

No Travel/Training Costs Requested

Instructions: Itemize travel expenses of project personnel by purpose (e.g., mandatory training, staff to training, field interviews, advisory group meetings). Show the basis of computation (e.g., 6 staff members times the unit cost per person for lodging for 3 days). Training projects, training fees, travel, lodging and per diem rates for trainees should be listed as separate travel items. Show the number of staff attending any event and the unit costs per person involved. Identify the location of travel, when possible. Note: Any local training costs (within a 50-mile radius) should be listed under Section D ("Other Costs"). If additional budget information is required to be entered for this category please complete the information in an electronic format and attach the document using the "Other Attachments" form found in the Pure Edge forms package.

See the COPS Application Guide for a list of allowable/unallowable costs for the particular program for which you are applying.

* Reason for Travel/Training & Location of Travel/Training	* Travel/Training Item	* Computation		# of Days /Trips/Events	Per Item Subtotal (\$)
		{ # of Staff	X Unit Cost(\$)		
Mandatory, Grant Required	Kickoff Conference	4	431.00	4	6,896.00
Mandatory, Grant Required	Regional Meeting	2	457.00	4	3,656.00
Mandatory, Grant Required	Regional Meeting	2	457.00	4	3,656.00
Mandatory, Grant Required	Regional Meeting	2	457.00	4	3,656.00
Mandatory, Grant Required	Regional Meeting	2	457.00	4	3,656.00
TRAVEL/TRAINING TOTAL:					21,520.00

Transfer to Budget
Summary Line 6

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* Applicant Legal Name:

Miami-Dade County

ORI #:

G. CONTRACTS/CONSULTANTS

No Contracts/Consultants Costs Requested

Instructions: See the COPS Application Guide for a list of allowable/unallowable costs for the particular program for which you are applying. If additional budget information is required to be entered for this category please complete the information in an electronic format and attach the document using the "Other Attachments" form found in the Pure Edge forms package.

Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts.

* Contract Description	* Contract Bid Type (Open-Competitive or Sole Source)	* Per Contract Subtotal (\$)
Not applicable		0.00
Contracts Subtotal:		0.00 (G1)

Consultant Fees: For each consultant enter the name (if known), service to be provided, hourly or daily fee (based upon an 8-hour day), and estimated length of time on the project. Consultant fees in excess of \$450 per day require additional written justification in the Budget Narrative and must be pre-approved in writing by the COPS Office.

* Consultant Name/Title	* Service Provided	* Computation		Per Consultant Fee Subtotal (\$)
		(Cost (\$))	X # of Days or Hours	
Consultant Fees Subtotal:				

Consultant Expenses: List all expenses to be paid from the grant to the individual consultants separate from their consultant fees (e.g., travel, meals, lodging).

* Consultant Name/Title	* Service Provided	* Computation		Per Consultant Subtotal (\$)
		(Cost (\$))	X # of Days	
Consultant Subtotal:				

CONTRACTS/CONSULTANTS TOTAL: 0.00

Contracts (G1) + Consultant Fees (G2) + Consultant Expenses (G3) Transfer to Budget Summary Line 7

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Please include a detailed description for all contracts listed in the Budget Narrative.

* Applicant Legal Name:

ORI #:

Miami-Dade County

BUDGET SUMMARY

Instructions: When you have completed the Budget Detail Worksheets, please transfer the category totals to the spaces below. Please compute the Total Project Amount, Total Federal Share Amount, and Total Local Share (if applicable). Please see the Application Guide for information on the maximum federal share and local matching requirements for the grant for which you are applying.

Budget Category	Category Total (\$)	Line #
A. Sworn Officer Positions		1
B. Civilian/Other Personnel	0.00	2
C. Equipment/Technology	7,560,000.00	3
D. Other Costs	418,480.00	4
E. Supplies	0.00	5
F. Travel/Training	21,520.00	6
G. Contracts/Consultants	0.00	7
H. Indirect Costs	0.00	8
Total Project Amount:	8,000,000.00	
Total Federal Share Amount: (Total Project Amount X Federal Share Percentage Allowable)	6,000,000.00	
Total Local Share Amount (If applicable): (Total Project Amount - Total Federal Share Amount)	2,000,000.00	

Contact Information for Budget Questions

Please provide contact information of the financial official that the COPS Office may contact with questions related to your budget submission.

Authorized Official's Typed Name:

Prefix: Ms.

* First Name: Joy

Middle Name:

* Last Name: Stewart

Suffix:

* Title: Executive Senior Bureau Commander

* Phone: 305-471-2520 * Fax: 305-471-2534

* E-mail Address: jstewart@mdpd.com

PAPERWORK REDUCTION ACT NOTICE

The public reporting burden for this collection of information is estimated to be up to 2 hours per response, depending upon the COPS program being applied for, including the time for reviewing instructions, searching existing data sources, gathering the budget data needed, and completing the worksheets. Send comments regarding this burden estimate or any other aspects of the collection of this information, including suggestions for reducing this burden, to the Office of Community Oriented Policing Services, U.S. Department of Justice, 1100 Vermont Avenue, N.W., Washington, D.C. 20530; and to the Public Use Reports Project, Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

You are not required to respond to this collection of information unless it displays a valid OMB control number. The OMB control number for this application is 1103-0097 and the expiration date is 2/29/2008

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Application Attachment to SF-424

OMB Number: 1103-0098
Expiration Date: 02/29/2008

OFFICIAL PARTNER(S) CONTACT INFORMATION

Not Applicable (If your application does not require an official partner, please check here).

An official "partner" under the grant may be a governmental or private entity that has established a legal, contractual, or other agreement with the applicant for the purpose of supporting and working together for mutual benefits of the grant. Please refer to the program-specific portion of the Guide for a complete description of partnership requirements under the grant program for which you are applying.

* Title
Prefix * First Name
Middle Name
* Last Name
Suffix

* Name of Partner Agency

* Type of Partner Agency (e.g., School District)

* Street Address 1
Street Address 2
* City
County
* State
Province
* Zip Code
* Country

* Telephone
Fax
* E-mail

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Application Attachment to SF-424

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* Title: Special Agent in Charge
Prefix: Mr. * First Name: Amos
Middle Name: F.
* Last Name: Rojas, Jr.
Suffix:

* Name of Partner Agency: Florida Department of Law Enforcement
* Type of Partner Agency (e.g., School District): State Law Enforcement Agency

* Street Address 1: 1030 NW 111 Avenue
Street Address 2:
* City: Miami
County:
* State: FL: Florida
Province:
* Zip Code: 33172
* Country: USA: UNITED STATES

* Telephone: 1-800-226-3023
Fax:
* E-mail: AmosRojas@fdle.state.fl.us
amosrojas@fdle.state.fl.us

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SP

Application Attachment to SF-424

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* Title: Chief
Prefix: Mr. * First Name: M.
Middle Name: L.
* Last Name: Hammerschmidt
Suffix:

* Name of Partner Agency: Coral Gables Police Department

* Type of Partner Agency (e.g., School District): Municipal Police Department

* Street Address 1: 2801 Salzedo Street
Street Address 2:
* City: Coral Gables
County:
* State: FL: Florida
Province:
* Zip Code: 33134
* Country: USA: UNITED STATES

* Telephone: 305-460-5418
Fax:
* E-mail:

59

Application Attachment to SF-424

OMB Number: 1103-0098
Expiration Date: 02/29/2008

OFFICIAL PARTNER(S) CONTACT INFORMATION

Not Applicable (If your application does not require an official partner, please check here).

An official "partner" under the grant may be a governmental or private entity that has established a legal, contractual, or other agreement with the applicant for the purpose of supporting and working together for mutual benefits of the grant. Please refer to the program-specific portion of the Guide for a complete description of partnership requirements under the grant program for which you are applying.

* Title
Prefix * First Name
Middle Name
* Last Name
Suffix

* Name of Partner Agency

* Type of Partner Agency (e.g., School District)

* Street Address 1
Street Address 2
* City
County
* State
Province
* Zip Code
* Country

* Telephone
Fax
* E-mail

60

Application Attachment to SF-424

OMB Number: 1103-0098

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**CERTIFICATION OF REVIEW AND REPRESENTATION OF
COMPLIANCE WITH REQUIREMENTS**

The signatures of the applicant's Authorized Organizational Representative (on-line applications only), Law Enforcement Executive/Program Official and Government Executive/Financial Official, and any applicable program partners on the Certification of Review and Representation of Compliance with Requirements:

- 1) Assures the COPS Office that the applicant will comply with all legal, administrative, and programmatic requirements that govern the applicant for acceptance and use of federal funds as outlined in the applicable COPS Application Guide, AND
- 2) Attests to the accuracy of the information submitted with this application (including the Budget Detail Worksheets).

The signatures below must be made by the actual executives named on this application unless there is an officially documented authorization for a delegated signature. If your jurisdiction has such an official document, it must be attached to this application. Applications with missing, incomplete, or inaccurate signatures or responses may not be considered for funding. Stamped or electronic signatures (unless applying online via Grants.gov) also will not be accepted. Original signatures are required. Faxed copies will not be accepted. Applications postmarked after the final application deadline date may not be considered for funding.

Signatures shall be treated as a material representation of fact upon which reliance will be placed when the Department of Justice determines to award the covered grant.

Please be advised that a hold may be placed on this application if it is deemed that the applicant agency is not in compliance with federal civil rights laws, and/or is not cooperating with an ongoing federal civil rights investigation, and/or is not cooperating with a COPS Office compliance investigation concerning a current grant award.

By signing below, I certify that I have read, understand, and agree, if awarded, to abide by all of the applicable grant compliance terms and conditions as outlined in the COPS Application Guide. In addition, I certify that the information provided on this form and any attached forms is true and accurate to the best of my knowledge. I understand that false statements or claims made in connection with COPS programs may result in fines, imprisonment, debarment from participating in federal grants, cooperative agreements, or contracts, and/or any other remedy available by law to the federal government.

Authorized Organizational Representative's Signature:

Date:

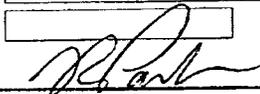
Law Enforcement Executive/Program Official:

Prefix * First Name

Middle Name

* Last Name

Suffix

Signature:  Date:

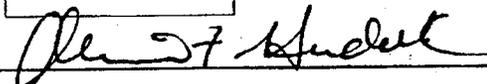
Government Executive/Financial Official:

Prefix * First Name

Middle Name

* Last Name

Suffix

Signature:  Date:

[Assurances & Certifications Click here to read and print](#)

Signing this page also assures the COPS Office that you have read, understand, and agree, if awarded, to abide by the grant terms and conditions as outlined in the Assurances and Certifications. The signed hard copy of the Assurances and Certifications should be kept in the agency's files and furnished upon request.

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Assurances

Several provisions of federal law and policy apply to all grant programs. We (the Office of Community Oriented Policing Services) need to secure your assurance that the applicant will comply with these provisions. If you would like further information about any of these assurances, please contact your state's COPS Grant Program Specialist at (800) 421-6770.

By the applicant's authorized representative's signature, the applicant assures that it will comply with all legal and administrative requirements that govern the applicant for acceptance and use of federal grant funds. In particular, the applicant assures us that:

1. It has been legally and officially authorized by the appropriate governing body (for example, mayor or city council) to apply for this grant and that the persons signing the application and these assurances on its behalf are authorized to do so and to act on its behalf with respect to any issues that may arise during processing of this application.
2. It will comply with the provisions of federal law, which limit certain political activities of grantee employees whose principal employment is in connection with an activity financed in whole or in part with this grant. These restrictions are set forth in 5 U.S.C. § 1501, et seq.
3. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, if applicable.
4. It will establish safeguards, if it has not done so already, to prohibit employees from using their positions for a purpose that is, or gives the appearance of being, motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business or other ties.
5. It will give the Department of Justice or the Comptroller General access to and the right to examine records and documents related to the grant.
6. It will comply with all requirements imposed by the Department of Justice as a condition or administrative requirement of the grant, including but not limited to: the requirements of 28 CFR Part 66 and 28 CFR Part 70; OMB Circular A-87, A-21, A-122 or the Federal Acquisition Regulations, as applicable (governing cost principles); OMB Circular A-133 (governing audits) and other applicable OMB circulars; the applicable provisions of the Omnibus Crime Control and Safe Streets Act of 1968, as amended; 28 CFR Part 38.1; and with all other applicable program requirements, laws, orders, regulations, or circulars.
7. If applicable, it will, to the extent practicable and consistent with applicable law, seek, recruit and hire qualified members of racial and ethnic minority groups and qualified women in order to further effective law enforcement by increasing their ranks within the sworn positions in the agency.
8. It will not, on the ground of race, color, religion, national origin, gender, disability or age, unlawfully exclude any person from participation in, deny the benefits of or employment to any person, or subject any person to discrimination in connection with any programs or activities funded in whole or in part with federal funds. These civil rights requirements are found in the non-discrimination provisions of the Omnibus Crime Control and Safe Streets Act of 1968, as amended (42 U.S.C. § 3789(d)); Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. § 2000d); the Indian Civil Rights Act (25 U.S.C. §§ 1301-1303); Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794); Title II, Subtitle A of the Americans with Disabilities Act (ADA) (42 U.S.C. § 12101, et seq.); the Age Discrimination Act of 1975 (42 U.S.C. § 6101, et seq.); and Department of Justice Non-Discrimination Regulations contained in Title 28, Parts 35 and 42 (subparts C, D, E and G) of the Code of Federal Regulations.
9. Pursuant to Department of Justice guidelines (June 18, 2002 Federal Register (Volume 67, Number 117, pages 41455-41472)), under Title VI of the Civil Rights Act of 1964, it will ensure meaningful access to its programs and activities by persons with limited English proficiency.
 - A. In the event that any court or administrative agency makes a finding of discrimination on grounds of race, color, religion, national origin, gender, disability or age against the applicant after a due process hearing, it agrees to forward a copy of the finding to the Office of Civil Rights, Office of Justice Programs, 810 7th Street, NW, Washington, D.C. 20531.
 - B. Grantees that have 50 or more employees and grants over \$500,000 (or over \$1,000,000 in grants over an eighteen-month period), must submit an acceptable Equal Employment Opportunity Plan ("EEO Plan") or EEO short form (if grantee is required to submit an EEO Plan under 28 CFR 42.302), that is approved by the Office of Justice Programs, Office for Civil Rights within 60 days of the award start date. For grants under \$500,000, but over \$25,000, or for grantees with fewer than 50 employees, the grantee must submit an EEO Certification. (Grantees of less than \$25,000 are not subject to the EEO Plan requirement.)
10. It will ensure that any facilities under its ownership, lease or supervision which shall be utilized in the accomplishment of the project are not listed on the Environmental Protection Agency's (EPA) list of Violating Facilities and that it will notify us if advised by the EPA that a facility to be used in this grant is under consideration for such listing by the EPA.
11. If the applicant's state has established a review and comment procedure under Executive Order 12372 and has selected this program for review, it has made this application available for review by the state Single Point of Contact.

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12. It will submit all surveys, interview protocols, and other information collections to the COPS Office for submission to the Office of Management and Budget for clearance under the Paperwork Reduction Act of 1995 if required.

13. It will comply with the Human Subjects Research Risk Protections requirements of 28 CFR Part 46 if any part of the funded project contains non-exempt research or statistical activities which involve human subjects and also with 28 CFR Part 22, requiring the safeguarding of individually identifiable information collected from research participants.

14. Pursuant to Executive Order 13043, it will enforce on-the-job seat belt policies and programs for employees when operating agency-owned, rented or personally-owned vehicles.

15. It will not use COPS funds to supplant (replace) state, local, or Bureau of Indian Affairs funds that otherwise would be made available for the purposes of this grant, as applicable.

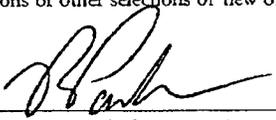
16. If the awarded grant contains a retention requirement, it will retain the increased officer staffing level and/or the increased officer redeployment level, as applicable, with state or local funds for a minimum of one full local budget cycle following expiration of the grant period.

17. It will not use any federal funding directly or indirectly to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law ratification, policy or appropriation whether before or after the introduction of any bill, measure, or resolution proposing such legislation, law, ratification, policy or appropriation as set forth in the Anti-Lobby Act, 18 U.S.C. 1913.

False statements or claims made in connection with COPS grants (including cooperative agreements) may result in fines, imprisonment, disbarment from participating in federal grants or contracts, and/or any other remedy available by law.

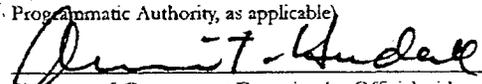
I certify that the assurances provided are true and accurate to the best of my knowledge.

Elections or other selections of new officials will not relieve the grantee entity of its obligations under this grant.



Signature of Law Enforcement Executive (or Official with Programmatic Authority, as applicable)

6/27/07
Date



Signature of Government Executive (or Official with Financial Authority, as applicable)

6/27/07
Date

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Certifications

Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; Drug-Free Workplace Requirements Coordination with Affected Agencies.

Although the Department of Justice has made every effort to simplify the application process, other provisions of federal law require us to seek your agency's certification regarding certain matters. Applicants should read the regulations cited below and the instructions for certification included in the regulations to understand the requirements and whether they apply to a particular applicant. Signing this form complies with certification requirements under 28 CFR Part 69, "New Restrictions on Lobbying," 28 CFR Part 67, "Government-Wide Debarment and Suspension (Nonprocurement)," 28 CFR Part 83 Government-Wide Requirements for Drug-Free Workplace (Grants)," and the coordination requirements of the Public Safety Partnership and Community Policing Act of 1994. The certifications shall be treated as a material representation of fact upon which reliance will be placed when the Department of Justice determines to award the covered grant.

1. Lobbying

As required by Section 1352, Title 31 of the U.S. Code, and implemented at 28 CFR Part 69, for persons entering into a grant or cooperative agreement over \$100,000, as defined at 28 CFR Part 69, the applicant certifies that:

A. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the making of any federal grant; the entering into of any cooperative agreement; and the extension, continuation, renewal, amendment or modification of any federal grant or cooperative agreement;

B. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure of Lobbying Activities," in accordance with its instructions;

C. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants, contracts under grants and cooperative agreements, and subcontracts) and that all sub-recipients shall certify and disclose accordingly.

2. Debarment, Suspension and Other Responsibility Matters (Direct Recipient)

As required by Executive Order 12549, Debarment and Suspension, and implemented at 28 CFR Part 67, for prospective participants in primary covered transactions, as defined at 28 CFR Part 67, Section 67.440 -

A. The applicant certifies that it and its principals:

(i) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of federal benefits by a state or federal court, or voluntarily excluded from covered transactions by any federal department or agency;

(ii) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) or private agreement or transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion or receiving stolen property, making false claims, or obstruction of justice, or commission of any offense indicating a lack of business integrity or business honesty that seriously and directly affects your present responsibility.

(iii) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses enumerated in paragraph (A)(ii) of this certification; and

(iv) Have not within a three-year period preceding this application had one or more public transactions (federal, state or local) terminated for cause or default; and

B. Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

3. Drug-Free Workplace (Grantees Other Than Individuals)

As required by the Drug-Free Workplace Act of 1988, and implemented at 28 CFR Part 83, for grantees, as defined at 28 CFR Part 83, Sections 83 and 83.510 -

A. The applicant certifies that it will, or will continue to, provide a drug-free workplace by:

(i) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;

(ii) Establishing an on-going drug-free awareness program to inform employees about -

- (a) The dangers of drug abuse in the workplace;
- (b) The grantee's policy of maintaining a drug-free workplace;
- (c) Any available drug counseling, rehabilitation and employee assistance programs; and
- (d) The penalties that may be imposed upon employees for drug-abuse violations occurring in the workplace;
- (iii) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (i);
- (iv) Notifying the employee in the statement required by paragraph (i) that, as a condition of employment under the grant, the employee will -
 - (a) Abide by the terms of the statement; and
 - (b) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
 - (v) Notifying the agency, in writing, within 10 calendar days after receiving notice under subparagraph (iv)(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to: COPS Office, 1100 Vermont Ave., NW, Washington, D.C. 20530. Notice shall include the identification number(s) of each affected grant.
 - (vi) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (iv)(b), with respect to any employee who is so convicted -

- (a) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
- (b) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency;
- (vii) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (i), (ii), (iii), (iv), (v) and (vi).

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.
 Place of performance (street address, city, county, state, zip code)

Check if there are workplaces on file that are not identified here.

4. Coordination

The Public Safety Partnership and Community Policing Act of 1994 requires applicants to certify that there has been appropriate coordination with all agencies that may be affected by the applicant's grant proposal if approved. Affected agencies may include, among others, the Office of the United States Attorney, state or local prosecutors, or correctional agencies. The applicant certifies that there has been appropriate coordination with all affected agencies.

Grantee Agency Name and Address:

Miami-Dade County
111 NW 1st Street
Miami, FL 33128 Grantee IRS/ Vendor Number: 596-000-573

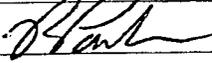
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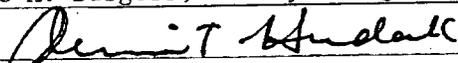
Typed Name and Title of Law Enforcement Executive (or Official with Programmatic Authority, as applicable):

Robert Parker, Director, Miami-Dade Police Department

Signature:  Date: 6/27/07

Typed Name and Title of Government Executive (or Official with Financial Authority, as applicable):

George M. Burgess, County Manager, Miami-Dade County

Signature:  Date: 6/27/07

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Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352.

<p>1. Type of Federal Action: <u> b </u></p> <p>a. contract <input checked="" type="radio"/> b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance</p>	<p>2. Status of Federal Action: <u> a </u></p> <p><input checked="" type="radio"/> a. bid/offer/application b. initial award c. post-award</p>	<p>3. Report Type: <u> a </u></p> <p><input checked="" type="radio"/> a. initial filing b. material change</p> <p>For Material Change Only: Year: _____ Quarter: _____ Date of last report _____</p>
<p>4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: Miami-Dade County 111 NW First Street, 22nd Floor Miami, Florida 33128 Congressional District (number), if known: <u> 18 </u></p>		<p>5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: Congressional District (number), if known: _____</p>
<p>6. Federal Department/Agency: USDOJ/Office of Community Oriented Policing Services</p>	<p>7. Federal Program Name/Description: CFDA Number, if applicable: <u> 16.710 </u> COPS-OTHERECH-2007-1</p>	
<p>8. Federal Action Number, if known:</p>	<p>9. Award Amount, if known: \$</p>	
<p>10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): Tew Cardenas 700 12th Street, NW, Ste. 1150 Washington, D.C. 20005</p>	<p>10. b. Individuals Performing Services (including address if different from No.10a) (last name, first name, MI): Kim Luckey (202) 904-2050 kluckey@tewlaw.com</p>	
<p>11. Information requested through this form is authorized by Title 31 U.S.C. Section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</p>	<p>Signature: <u><i>George M. Burgess</i></u> Print Name: <u>George M. Burgess</u> Title: <u>County Manager</u> Telephone No.: <u>(305) 375-5311</u> Date: <u>6/27/07</u></p>	
<p>Federal Use Only:</p>	<p>Authorized for Local Reproduction, Standard Form - LLL</p>	

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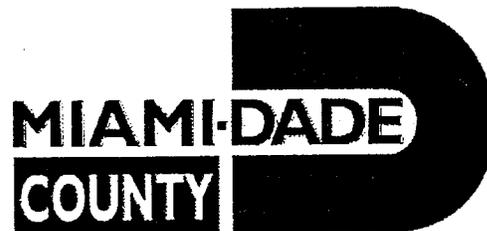
APPENDIX

**A. MIAMI-DADE COUNTY STATE OF
INTEROPERABILITY WHITE PAPER
2006**

White Paper

**Miami-Dade County, Florida
Enterprise Technology
Services Department
(ETSD)**

**State of Interoperability
White Paper
2006**



Delivering Excellence Every Day

www.miamidade.gov/homeland

White Paper



**Carlos Alvarez
Mayor**

Board of County Commissioners

**Joe A. Martinez
Chairman**

**Dennis C. Moss
Vice Chairman**

Barbara J. Jordan	District 1
Dorrin D. Rolle	District 2
Audrey M. Edmonson	District 3
Sally A. Heyman	District 4
Bruno A. Barreiro	District 5
Rebeca Sosa	District 6
Carlos A. Gimenez	District 7
Katy Sorenson	District 8
Dennis C. Moss	District 9
Javier D. Souto	District 10
Joe A. Martinez	District 11
José "Pepe" Diaz	District 12
Natacha Seijas	District 13

**Harvey Ruvín
Clerk of Courts**

**George M. Burgess
County Manager**

**Susanne M. Torriente
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I. Executive Summary

Miami-Dade County plays a vital role in the effective operation of governmental services and equally in its responsibility to ensure continued operation of the local, economic and social services. A critical component in this operation is the requirement to place emphasis and priority on operational readiness and the ability to communicate with local, state and federal interest. In response to this requirement, Miami-Dade County's Comprehensive Emergency Management Plan encompasses an all hazards approach to preparedness and protection of our community. As part of the approach, the County has developed a Domestic Preparedness Strategy (DPS) built on the National Strategy for Homeland Security and the State of Florida's Domestic Security Strategy.

Given its geographical location Miami-Dade County remains the North American gateway to Latin America and the Caribbean. The County is represented by over 2 million residents and continues to stand as the meeting ground for numerous multinational businesses and banks. Miami-Dade County has local targets that are concerns based on assessed vulnerability. While Miami-Dade County enjoys over 20 miles of sandy white beaches, over 645 miles of our boundary is comprised of tidal coastline; one of the largest open borders (by sea) in the nation.

Miami-Dade County's unique quality places it in a state of high-risk to natural disasters (i.e. hurricanes) and man-made threats such as terrorism. Miami-Dade County along with neighboring public safety agencies require effective command, control, coordination, communication, and sharing of information with numerous criminal justice and public safety agencies, as well as public utilities, transportation agencies, and private industry. First Responders face numerous difficulties trying to communicate with other agencies and with each other when responding to high-profile incidents such as hurricanes, man-made terrorist events or plane crashes. To protect life and property, public safety personnel must be able to communicate with each other across agency and jurisdiction boundaries and the lack of interoperable communications makes it difficult to mount well-coordinated responses.

Since 1997 Miami-Dade County has been a leader in providing interoperable communications to law enforcement, emergency personnel, and county agencies such as transit, airport, seaport, and to elected officials who rely on communications in order to manage planned and unexpected events. Every entity in county government is considered a First Responder; coordinating and working closely with other local, state and federal agencies in order to respond to catastrophic, civil, and eventful situations.

Miami-Dade County presently can communicate via a console patch connection with seventy-three local and state agencies as well as nine federal agencies that interoperate with the County's radio system. The county has adopted the Department of Homeland Security (DHS) definitions to assess the six different levels of interoperability throughout the state.

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However in order for Miami-Dade County to move into the future and bridge the communication interoperability gap, it must make investments in providing for the foundation for open and unfettered radio communication systems. These investments include the use of 1) Radio Interoperability Gateways to allow for rapid incorporation of new entrants to the Miami-Dade County interoperable community, 2) move towards open-standards based radio communication systems to allow for improved local and regional interoperable communications, 3) continue to improve current and future radio systems infrastructure to ensure the availability of the systems when most needed, 4) invest in the use of mobile and portal communications capability to expand the current area of coverage in support of tactical and multi-jurisdictional operations, and 5) have readily available a cache of radios for use of outside state and federal agencies to leverage Miami-Dade County existing interoperability capabilities.

Finally, as Miami-Dade County continues to pursue its interoperability program, it seeks support from our legislative decision-makers in bringing the Miami-Dade County Interoperability goals to fruition.

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II. Introduction

Miami-Dade County recognizes its vital role in the effective operation of governmental services and equally its responsibility to ensure continued operation of the local economic, social and governmental services. A critical component in this operation is the requirement to place emphasis and priority on operational readiness and the ability to communicate with local, state and federal interest. In response to this requirement, Miami-Dade County's Comprehensive Emergency Management Plan encompasses an all hazards approach to preparedness and protection of our community. As part of the approach, the County has developed a Domestic Preparedness Strategy (DPS) built on the National Strategy for Homeland Security and the State of Florida's Domestic Security Strategy. This whitepaper will describe current conditions, level of readiness and future plans to increase the communication systems interoperability status and bring Miami-Dade County closer to serving as a central coordination point for the south Florida region.

III. Miami-Dade County at a Glance

Miami-Dade County, anchored by its seaport and airport, remains the North American gateway to Latin America and the Caribbean. The County is comprised of over 2 million residents and continues to stand as the meeting ground for numerous multinational businesses and banks. Because of these unique qualities, Miami remains a high-risk threat area of terrorism. In addition to producing mass casualties, an attack on the County can damage critical infrastructure, disrupt essential services, and cause severe nationwide economic loss.

a) Economy

With a resident population of more than 2.3 million people living in 35 municipalities and the unincorporated area, Miami-Dade County comprises an area in excess of 2,200 square milesⁱ; larger than the states of Rhode Island and Delaware, and larger in population than 17 states. Miami-Dade is one of the most diverse major counties in the nation; more than half of the County's residents are foreign born.ⁱⁱ

Miami-Dade County's economy, at \$75 billion Gross County Productⁱⁱⁱ is larger than that of 70 countries. The tourist industry is the County's number one moneymaker, employing approximately 14 percent of the labor market and injecting \$13.5 billion into the local economy each year^{iv}. Miami experiences more than 10 million overnight visitors from Europe, Latin America, North America and Asia^v yearly.

Miami-Dade stands at the intersection of the Americas and the world, and is the meeting ground for 1,250 multinational businesses including Apple, Oracle Corp., IBM, Clorox, Burger King and Porsche. Fifty-four percent of all U.S. trade with Central America flows through Miami.

Miami-Dade County operates on a budget of more than \$6 billion. Serving the community are the largest police and fire rescue departments in the southeast region of the United States. The County is also home to the 4th largest school district in the

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nation, with 340 public schools serving 370,000 students. Miami-Dade schools boast the largest magnet program in the United States.

b) Banking

Miami-Dade County is home to the largest concentration of domestic and international banks on the East Coast south of New York City. Approximately 100 commercial banks, thrift institutions, foreign bank agencies, and Edge Act banks have facilities here, with more than \$67.2 billion in total deposits^{vi}.

c) Transportation

With the third highest international passenger traffic in the United States, Miami International Airport (MIA) is the "Hub of the Americas", serving as a vital gateway between the United States and Latin America. MIA ranks first among U.S. airports for international freight and third for international cargo. More than 100 airlines flew over 30 million passengers last year. The bustling airport is in the process of a \$5 billion expansion program. MIA's economic impact on Miami-Dade County is approximately \$18.6 billion^{vii}. The Miami-Dade Aviation Department dedicates over \$27 million annually to the security of Miami International Airport (police and security operations) and \$36 million annually to the safety of aircraft and MIA's patrons (fire, airside, terminal and landside operations).

The Dante B. Fascell Port of Miami-Dade (Port of Miami), serves as Florida's largest port and saw 3.6 million passengers travel on cruise ships last year. The Port is homeport to 18 cruise ship companies. Approximately eight million tons of cargo passes through the port each year, with a five-year \$171 million capital improvement program under way. The Port's fiscal health is important to the local economy, contributing in excess of \$8 billion annually and supporting more than 45,000 jobs directly and indirectly^{viii}. Miami-Dade spends more than \$11.5 million annually to protect the Port. The Miami River is Florida's 5th busiest cargo port and terminates at MIA posing a significant vulnerability to the airport and surrounding infrastructure^{ix}.

Miami-Dade County has a comprehensive transportation network, designed to meet the needs of residents, travelers and businesses. Along with Metro buses, the system is comprised of Metromover and Metrorail. The rail system in Miami-Dade is the largest rail system in the state and among the largest in the nation composed of Tri-rail, AMTRAK, and Metro rail. Miami-Dade County Transit has a total annual ridership of over 164 million passengers^x. Miami-Dade County spends more than \$15 million each year to protect its transportation infrastructure: Tri-rail, AMTRAK, and Metrorail.

d) Health Care

Miami-Dade County has the largest concentration of medical facilities in Florida, with 28 hospitals and more than 32,000 licensed health care professionals. The University of Miami Jackson Memorial Medical Center, the second-largest public hospital in the nation, forms the hub of the region's medical centers, which includes world-renowned specialized facilities^{xi}.

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IV. Miami-Dade County as a Target

Various institutions and events, worldwide, have been targets of terrorism in the past and are still considered potential targets today. Miami-Dade County has local targets that are concerns based on assessed vulnerability. While Miami-Dade County enjoys over 20 miles of sandy white beaches, over 645 miles of our boundary is comprised of tidal coastline; one of the largest open borders (by sea) in the nation. Miami-Dade County's unique vulnerabilities and high profile targets also include the following:

- a) Government Facilities
 - The County is home to several U.S. operations, including: Secret Service Headquarters Office, U.S. Attorneys Office, Regional Office of the Federal Bureau of Investigation, U.S. Regional Coast Guard Base, Federal Courthouses, and more.
 - Municipal, County and State buildings remain a possible target.
- b) Transportation Centers
 - The Port of Miami-Dade; The Miami International Airport; Miami River
 - International flights bound for Miami and other U.S. cities have been canceled for security concerns.
- c) Civic/Political Leaders
 - The County is home to 61 foreign consulate offices and 25 foreign trade offices, the most in the State of Florida.
- d) Schools & Educational Facilities
 - The County has 340 public schools serving over 370,000 students. Many of the charter schools offer an International Studies program in cooperation with several consulates.
- e) Banks & Financial Institutions
 - The County is home to over 100 commercial banks, thrift institutions, foreign bank agencies and Edge Act banks.
- f) Electric Power Plants & Water Treatment Plants
 - The Miami-Dade County Water and Sewer Department is sixth largest public utility in the United States.
 - Turkey Point Nuclear Power Plant, operated by Florida Power and Light (FPL), is the largest electric utility in Florida, serving about half of the population of Florida.

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V. Miami-Dade County's State of Interoperability

Given its gateway status and the vital interest it must protect, Miami-Dade County along with neighboring public safety agencies require effective command, control, coordination, communication, and sharing of information with numerous criminal justice and public safety agencies, as well as public utilities, transportation agencies, and private industry. First Responders face numerous difficulties trying to communicate with other agencies and with each other when responding to high-profile incidents such as hurricanes, man-made terrorist events or plane crashes. To protect life and property, public safety personnel must be able to communicate with each other across agency and jurisdiction boundaries and the lack of interoperable communications makes it difficult to mount well-coordinated responses.

There are many definitions of what the term Interoperability actually means. The simplest way to describe it is in this manner:

"Interoperability is the ability for personnel to talk with one another via communication systems exchanging voice and/or data on-demand, in real time – whenever necessary."

a) **History of Preparedness**

Since 1997 Miami-Dade County has been a leader in providing interoperable communications to law enforcement, emergency personnel, and county agencies such as transit, airport, seaport, and to elected officials who rely on communications in order to manage planned and unexpected events. Every entity in county government is considered a First Responder; coordinating and working closely with other local, state and federal agencies in order to respond to catastrophic, civil, and eventful situations.

Presently, there are 73 local and state agencies as well as 9 federal agencies that interoperate with the County's radio system with many more agencies wanting to join our interoperable plan. In addition, all Mutual Aid state frequencies are supported on the system.

b) **The County's Compliance with DHS Objectives**

The Department of Homeland Security (DHS) is providing national leadership to foster local, state, and federal partnerships to ensure interoperability objectives are met in every community across the country. The county has adopted the DHS definitions to assess the six different levels of interoperability throughout the state which are illustrated and defined below.

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<u>Level</u>	<u>Method</u>	<u>Fit</u>
6 Standards-Based Shared Systems	Standards-Based Shared Systems	Most Complete Long-Term Solution
5 System-Specific Roaming	System-Specific Roaming	Full-featured, Wide Area
4 Gateway (Console Patch)	Gateway (Console Patch)	Short-Term System Modification
3 Mutual Aid Channels	Mutual Aid Channels	Well Known With Public Safety Agencies
2 Talkaround	Talkaround	Simple Short-Term Solutions Easily deployed ↑ Time-consuming
1 Swap Radios	Swap Radios	

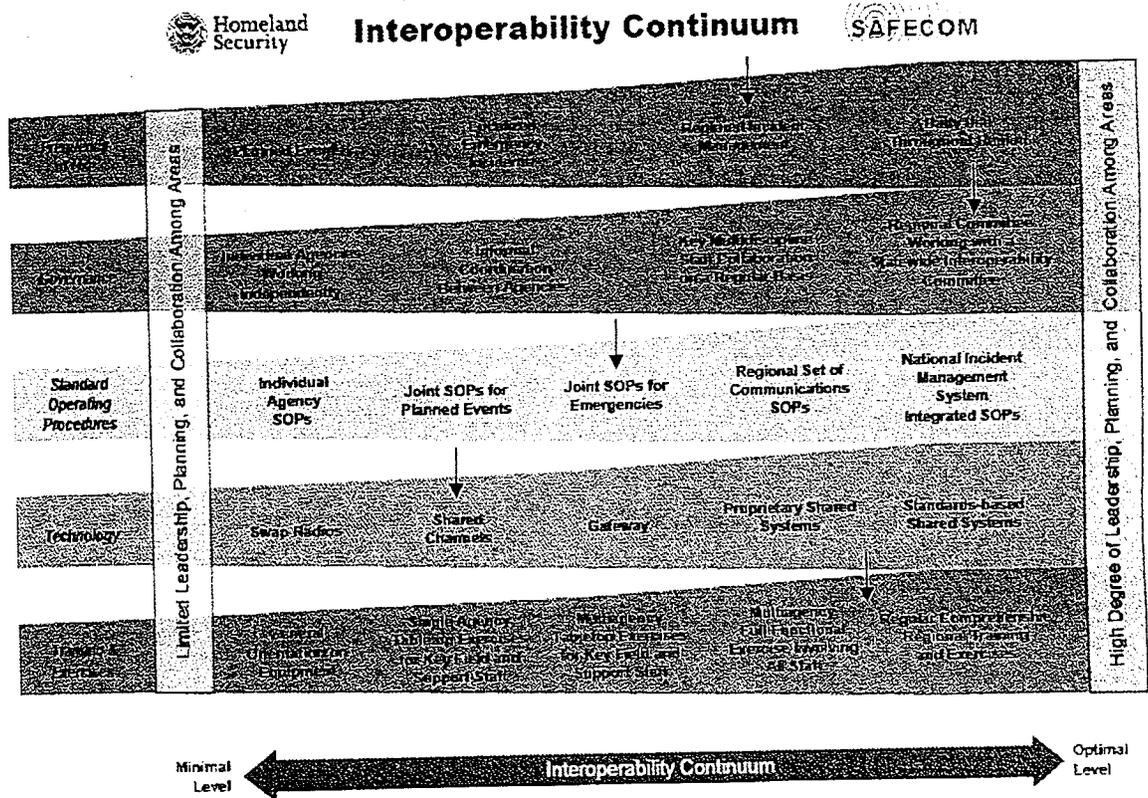
Six Levels of Interoperability

- c) **Interoperability Continuum Compliance**
 The Interoperability Continuum which is illustrated below was designed by DHS to help the public safety community and local, tribal, state, and federal policy makers address the critical elements for success as they plan and implement interoperability solutions. These elements include frequency of use of interoperable communications, governance, standard operating procedures, technology, and training/exercises. This tool was established to depict the core facets of interoperability according to the stated needs and challenges of the public safety community and will aid the county and with the implementation of this plan.

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In order to achieve both short- and long-term goals, Miami-Dade County is addressing these elements in a concurrent, coordinated approach.



Arrows indicate the County's current state of the continuum

i. **Governance Structure:**

A common governance structure is already underway in the County to improve the policies, processes, and procedures for achieving interoperability to enhance communication and coordination, establish guidelines, and reducing internal jurisdictional conflicts. As a leader in interoperability, Miami-Dade County goal is to strategically expand to neighboring jurisdictions to create a stronger and more viable presence in the region that will work closer with statewide and federal Interoperability Committees.

Miami-Dade County is an active participant in the State of Florida Regional Domestic Security Task Force (RDSTF) Communications sub-committee, and the Department of Homeland Security's Safecom Program whose mission is to improve interoperability across the nation.

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- ii. **Frequency of Use:** Frequency of use refers to how often interoperable communications technologies are used by first responders.

Miami-Dade County is an active participant in the surrounding area in providing interoperable communications daily. Currently we have Dispatchers that monitor connections within the surrounding area radio systems. In addition, we monitor the mutual aid call frequencies where different agencies call to request assistance. In a proactive measure we conduct daily tests of all interoperable links to verify that they are technically functioning properly and to ensure that they are being monitored by the different agencies. In the near-term, interoperable communications are available for planned events and emergency incidents in the county, but the goal must be availability for systems that are used everyday for managing routine as well as emergency incidents.

- iii. **Standard Operating Procedures:** Standard Operating Procedures (SOPs) that have both operational and technical components are necessary as formal written guidelines for incident response are created.

As a critical part of the interoperability continuum, Miami-Dade County has developed SOPs for its individual agencies. Miami-Dade County continues working with its neighboring agencies towards the development of SOP's governing activities for planned events and emergencies, and ultimately for regional procedures that conform to the response elements required in the National Incident Management System.

- iv. **Integrate Technology Solutions:** Technology is clearly critical to achieving effective interoperability.

The county's present radio infrastructure does not meet the future architectural standards for interoperability. The current interoperability method employed by the county is accomplished by distributing on-location radios to incident commanders and responders and connecting directly to the radio audio console switch, all of the neighboring mutual aid partners. This permits us to communicate with them by activating a console patch from their radio system to ours. Thus providing the capability to communicate utilizing different radio units across different radio systems. This is the simplest, but not necessarily the most effective, means to achieve interoperability.

In order to achieve a higher level of interoperability between separate public safety portable/mobile radios and telephone system exchanges, the County has implemented a "radio interface module" manufactured by JPS Communications, the ACU-1000. This device provides communication "patching" between agencies by integrating agency radios into an interface module. Radio patching allows dispatchers to manually facilitate radio communications between users of different technologies and frequencies. Radio patching through the ACU-1000 or similar devices, while effective in enhancing interoperability, has various limitations and presents operational

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challenges. Agency radios must be integrated, maintained and programmed to reflect the latest radio user template. Since templates change almost annually for most public safety radio users, it is difficult to maintain up-to-date radios in the device. The technology also entails complicated set-up protocols, requires user training, and lacks standardized operational procedures. Because these devices are not used daily, end users can become "rusty" and use the equipment improperly. Because the networks are not integrated, this is the only means to connect multiple networks today. Substantial planning is presently underway to evolve interoperability solutions from limited options such as swapping radios to more sophisticated solutions such as gateways that connect dissimilar systems (type and manufacturer) onto a common shared system.

- v. **Conduct Training and Exercises:** In order for crisis-level interoperability to be achieved in the near-term and full interoperability to be achieved in the long-term, proper training and regular exercises are necessary for all users.

Progress requires agency and locality movement from general training and single agency tabletop exercises to regular, regional interagency training and exercises. Miami-Dade County currently conducts extensive tabletop and full scale exercises within the quad county area (Monroe County, Miami-Dade County, Broward County, and West Palm Beach County) involved in the Regional Domestic Security Task Force (RDSTF) yearly. Also, Miami-Dade County conducts frequent in-house training and exercises throughout the year.

Two recent examples illustrate the extent of preparation activities employed by Miami-Dade County, the are:

- a. ***A Weapons of Mass Destruction (WMD)*** - drill performed in May, 2005 at Pro Player Stadium by the County as part of our participation in the Regional Domestic Security Task Force (RDSTF) of the State of Florida. The purpose of the drill was to evaluate the effectiveness of the region's ability to respond to a WSD threat. Local and neighboring Police, Fire, and communications personnel from Miami-Dade County, City of Ft. Lauderdale, Palm Beach County, and state personnel conducted several scenarios requiring communications across jurisdictional boundaries. The exercise was successful and helped to identify ways to improve coordination among agencies.
- b. ***Unisys Interoperability Exercise*** Miami-Dade, Transportation Safety Administration (TSA), Unisys, and Cisco Systems formed a public/private partnership to address the concern of interoperable communications between local and federal agencies at the Miami International Airport. The goal of the pilot project was to validate the operational reliability and efficacy of using an industry open-standards; VoIP solution in support of land mobile radio interoperability between and among the land mobile radio (LMR) systems of the TSA and Miami-Dade County. Proof-of-Concept was successfully realized and as result, Miami-Dade

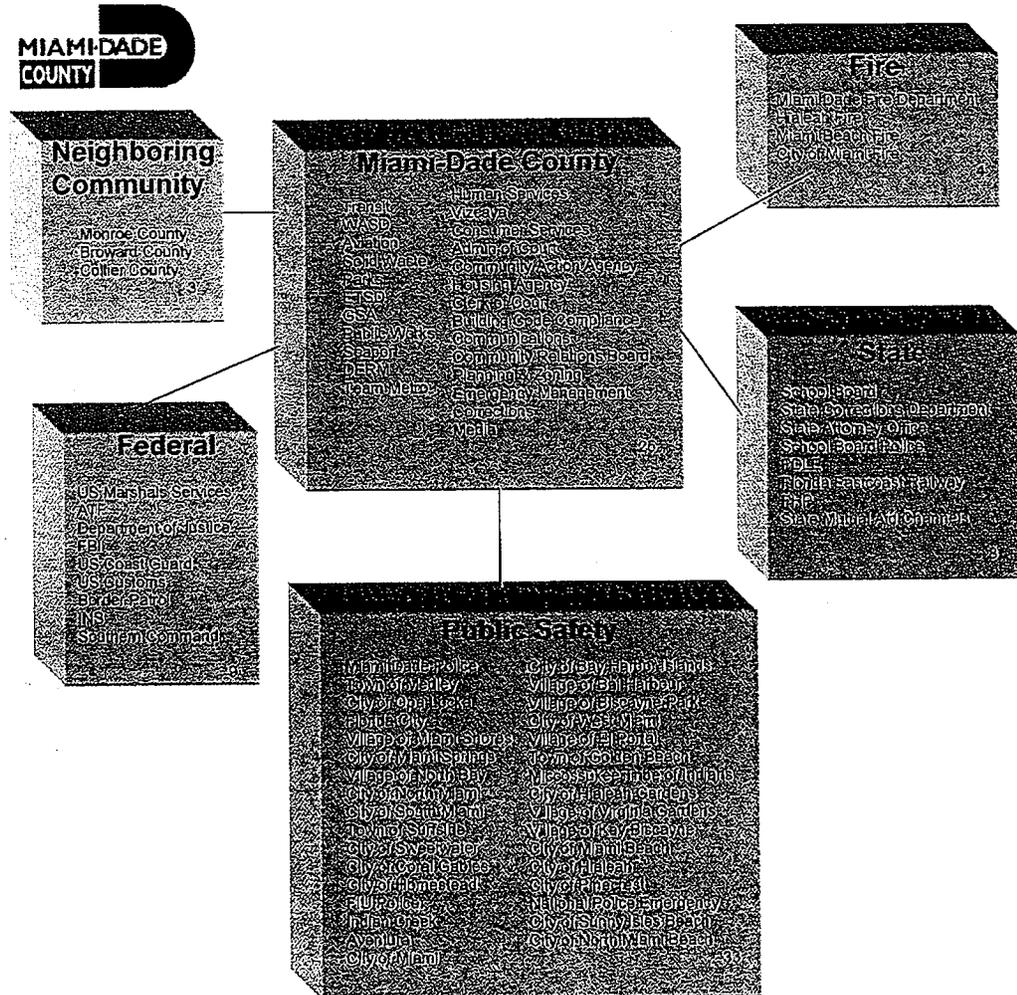
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Police Department was honored with a Technology Leadership award from the International Association Chiefs of Police (IACP).

VI. Miami-Dade County Current Interoperability Approach

Miami-Dade County currently has a radio system infrastructure consisting of an 800 MHz Simulcast Trunking Radio System manufactured by M/A-Com and a UHF Motorola Conventional Simulcast System supporting over 25,000 subscriber radios. We have radio interoperability with our local, municipal, state, and federal partners. The following chart depicts the number of agencies presently supported on the county's interoperable platform

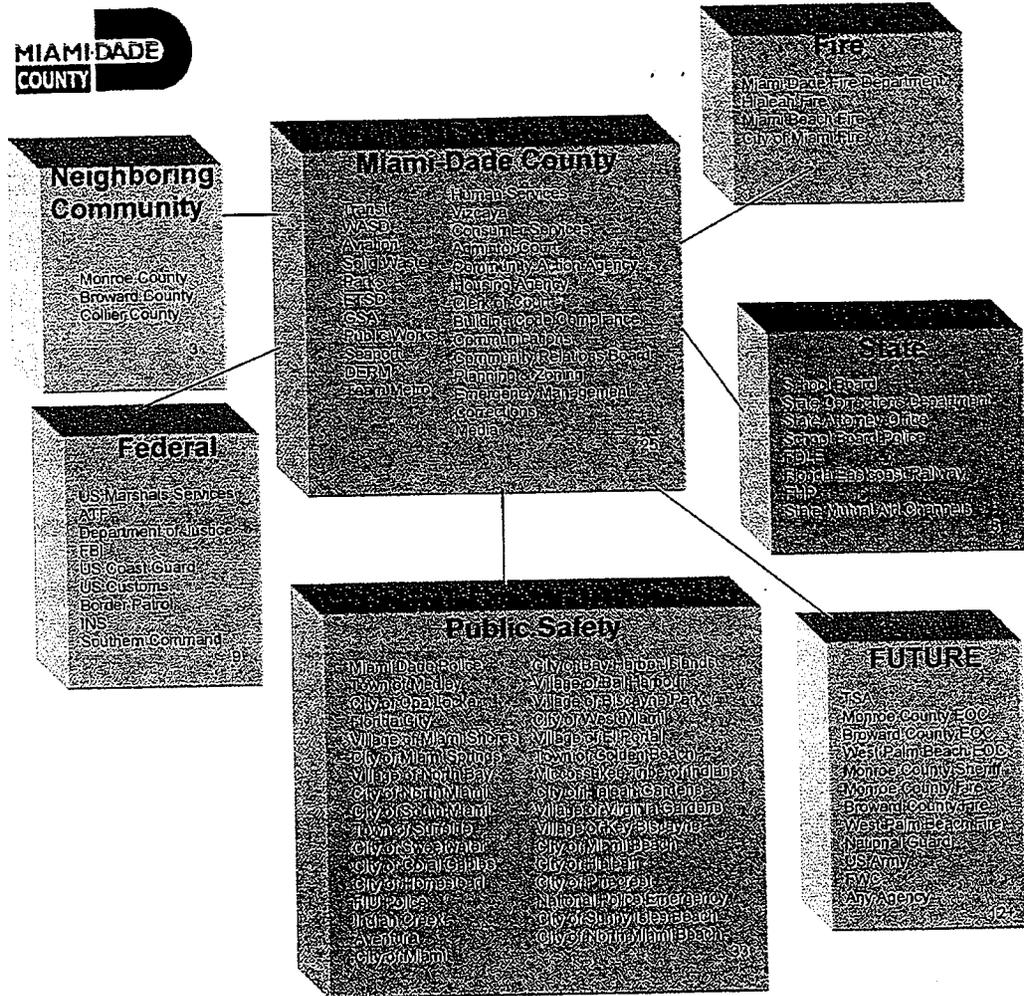


PRESENT INTEROPERABLE PLAN

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The county recognizes the need for expanding interoperability beyond its geographical boundaries. Category V hurricanes, terrorist threats, other events; planned and unplanned do not adhere to boundaries. Extending our reach beyond the county would create a much larger and richer interoperable community as illustrated below.



FUTURE INTEROPERABLE PLAN

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VII. Miami-Dade Future Interoperability Direction

Our goal of interoperability is to fully embrace common management systems and technology enabling communication to all agencies across local and regional jurisdictions as incident needs dictate. Although, Miami-Dade County's interoperability preparedness is in an advanced state of readiness, it requires continued expansion due to increased risk and the geography of the area. Specific interoperable legislative initiatives and projects include:

- **Interoperability - Legislative Initiative**
SUPPORT in the form of funding and/or equipment for the strengthening of interoperability among agencies in the state and at the local level and, support for Bill S.1725 to achieve emergency communications capabilities and interoperability are essential to achieving interoperable success.
- **Radio Interoperability using IP Gateways - \$1,200,000**
A major component of the county's interoperability strategy is to augment the infrastructure by adopting IP in radio communications as a common transport for all types of communications services. Adopting an IP network-based interoperability solution for push-to-talk, Land Mobile Radios (LMRs), provides a significant value in connecting these existing disparate networks by linking legacy radio sites, systems and dispatch consoles over an IP standard transport thereby extending geographic radio coverage.

A pilot project initiated in 2005, between Miami-Dade County and TSA concluded that using IP as a gateway to connect different types of radio systems is an effective way to bring together multi-jurisdictional agencies for critical missions. Having an IP network-based solution allows for dynamic linking of networks, organizations, and users on a case-by-case or emergency-by-emergency basis, a fundamental requirement for interoperability during a crisis. It also provides an immediate interoperability solution during the transition period between older networks and the implementation of new networks and technologies. While presenting an immediate tactical solution to voice interoperability, this IP network-based solution can provide for communications interoperability well into the future.

In short, IP network-based communications interoperability offers a solution that will also be viable in the future as new networks, technologies, and requirements evolve.

- **Move towards Open-Standards based radio communications - \$98,000,000**
Project-25 (P25) is a technology standard based on open-standards established to provide a common interoperability infrastructure for digital public radio voice communications via an Inter Sub System Interface (ISSI). The ISSI will allow for the connection of any manufacturer's P25 compliant system to any other P25 compliant system. It will also remove existing delays and eliminate messages where the beginnings of voice transmissions are lost. In the Public Safety space, all

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communication is critical, when there is loss of communication, there always is the potential for it to have been life saving. Project-25 (P25) is supported by Industry, Government Agencies and Public Safety Communications Officials alike; including the Department of Defense, the National Telecommunications and Information Administration, and the Department of Homeland Security specified P25 as the preferred standard for obtaining federal funding for interoperability grants.

Miami-Dade County has ensured that all hand-held and mobile radios purchased within the previous eighteen months are P25 compliant. This plan requires that future purchases of radio equipment be P25 capable. Miami-Dade County is currently working on a feasibility study to incorporate the P25 design into a radio system upgrade plan effectively upgrading the Miami-Dade County radio infrastructure with open-standards, P25 compliant capabilities.

The County recognizes that migrating to a P25 platform is a costly investment and as such, envisions a 3 phased implementation approach. The phased implementation will leverage the investment in the existing radio equipment, without compromising the coverage and capacity needs of First Responders.

Phase I - \$25,000,000

This funding would provide for the initial design and procurement for the hardware and integration to build the infrastructure to support First Responders and will lay the foundation for the system roll out of all public safety agencies in Miami-Dade County. The hardware includes transmitters, receivers, repeaters, and other components required at each of the County's nine (9) radio tower sites. Because P25-compliant systems are backward compatible and interoperable with legacy systems, the existing base of digital radios would continue to function without major enhancements.

Phase II - \$40,000,000

Phase II would pay for the cost to purchase approximately 12,000 P25 compliant radio devices to outfit First Responders and procure system hardware to support all other County agencies

Phase III - \$33,000,000

The final phase would pay for the cost to purchase the remaining P25 compliant radio devices needed by the rest of County agencies.

The final system configuration will deliver countywide digital radio coverage, tailored to the specific needs of all County agencies.

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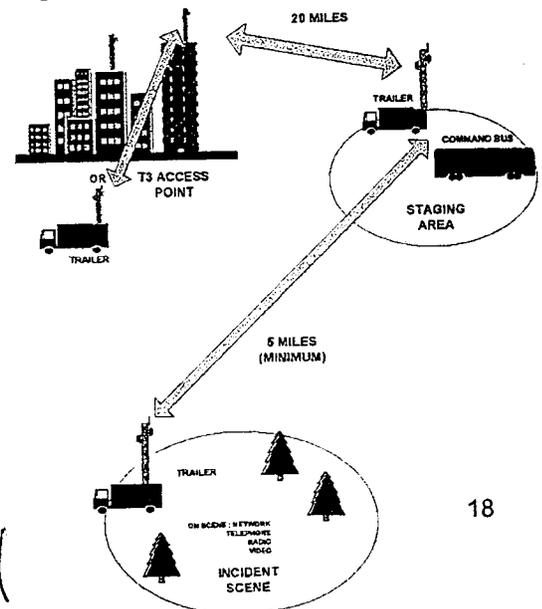
- **Improve Radio Infrastructure Readiness/Expand Coverage area. - \$3,640,000**
We are planning for the acquisition of a self-contained Emergency Communications Vehicle and mobile radio trailers which include towers that can immediately be transitioned to the necessary location to restore radio communication for the area. Miami-Dade County currently does not have any mobile radio trailers with towers. If any of the existing towers which are critical to the public safety radio systems goes down due to storms, hurricanes, and/or terrorists activities it would result in reduced radio coverage.

The vehicle will be equipped with a full radio system, phone switch, video equipment, and data network to restore a complete site in the event that one is damaged during a storm. This vehicle would provide first responders in the County or the surrounding region with the ability to provide service in areas that currently do not have service for a critical event.

Miami-Dade County currently has an interoperable Communication Vehicle. However, The existing vehicle is a large converted RV trailer that was previously used by the Library Department that requires to be towed by a tracker each time it is deployed. As a result, the response time of utilizing this vehicle is delayed. In addition, the trailer is extremely old and pieces of the vehicle are falling off due to age. Lastly, we do not have all the necessary equipment in the vehicle to realize our interoperability goals.

The objective is to establish a mobile strategic communications infrastructure designed to provide the following capabilities within a defined geographic hot zone:

- Remote radio communications on multiple platforms
- On-scene inter-agency interoperability Remote access to pre-established communications links (Federal, State, Local)
- On scene wireless telephony, wireless networking and live video feeds through IP Video cameras
- Remote linking back to existing networks.



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- **Increase Interoperability Capabilities to Non- P25 Event Participants - \$1,800,000**

This project provides a mobile deployable resource of 500 radios for distribution and use by incoming agencies rendering aid to Miami-Dade County or the surrounding area. Historically, whenever a disaster has impacted Miami-Dade County, agencies from throughout the United States descend and deploy into the county and offer assistance. A radio cache of this type will cover those agencies originating outside the area, which will not have the necessary equipment to support this interoperability solution. A radio cache of this type will cover those agencies originating outside. Radio cache includes 500 P25 enabled radios, high capacity batteries, and digital encryption.

- **Communication Towers - 6,000,000.00**

Miami-Dade Fire Rescue and Miami-Dade Police Departments use radio communications to carry out their missions. Radio communications is made possible by the use of antennas and microwave dishes mounted on radio towers to transmit voice and data via radio frequencies. These towers play a critical role in the safety of the Miami-Dade public however; the existing tower infrastructure does not provide sufficient coverage to allow communications to traverse beyond our boundaries. First Responders particularly law enforcement, will frequently go across county boundaries during a chase, conduct investigations with neighboring cities, or participate in planned events. This project proposes to add two (2) additional towers to the present infrastructure to increase radio coverage in Monroe and Broward Counties. The additional towers would be erected near the north and south boundaries of Miami-Dade County to guarantee optimal coverage within Monroe and Broward County. Furthermore, the additional towers would also be used to mount State and Federal communications antennas thus increasing interoperability throughout the tri-county area.

VIII. Conclusions:

Miami-Dade County remains committed towards closing the stated communications interoperability gap and continues to provide leadership, coordination and determination to ensure it is a prepared as possible for future threats. A critical factor in this effort remains the ability of all internal departmental service agencies, neighboring counties such as Broward County, state, and federal agencies to participate in an interoperability program that facilitates a coordinated response as well as being able to effectively communicate with other public safety agencies to provide immediate and coordinated assistance.

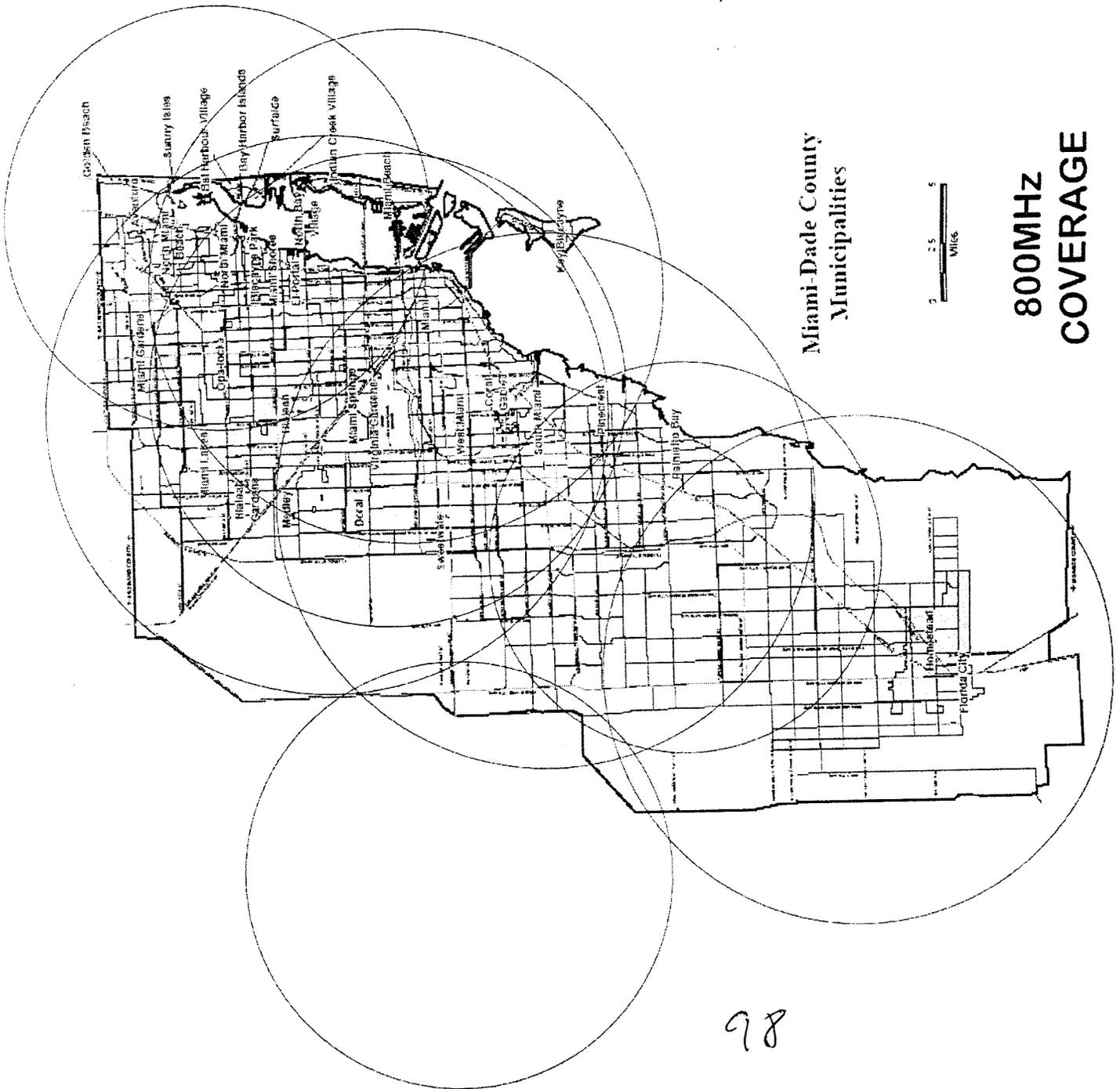
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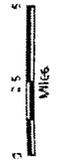
This paper was prepared to better understand the daily challenges facing Police and Fire/EMS, and other entities within the county. The results of this paper are intended to provide awareness on experiences and trends and should be useful for decision makers in the county as they address the communications interoperability challenges faced by the public safety community and to seek support from legislative decision-makers in bringing the Miami-Dade County Interoperability goals to fruition.

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- ^x Miami River Marine Group. Retrieved November 8, 2004, from <http://www.miamirivermarinegroup.com/>
- ^{xi} The Beacon Council. Health Care. Retrieved November 8, 2004, from <http://www.beaconcouncil.com/010404.asp>

B. RADIO SYSTEM MAP



Miami-Dade County
Municipalities



800MHZ
COVERAGE

**C. TACTICAL INTEROPERABLE COMMUNICATIONS
PLAN EXERCISE: MIAMI UASI "OPERATION
CASSANDRA" AFTER ACTION
REPORT/IMPROVEMENT PLAN**



Tactical Interoperable
Communications Plan **EXERCISE**

Miami UASI

“Operation Cassandra”

After Action Report / Improvement Plan

Administrative Handling Instructions

1. The title of this document is Operation Cassandra After-Action Report.
2. The information gathered in this After-Action Report (AAR) is classified as *For Official Use Only (FOUO)* and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from Miami Urban Area is prohibited.
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Executive Summary

TICP VALIDATION

The U.S. Department of Homeland Security (DHS), Preparedness Directorate's Office of Grants and Training (G&T) requires Urban Area Security Initiative (UASI)-designated Urban Areas and other State-designated metropolitan areas to develop and test their Tactical Interoperable Communications Plans (TICPs) with full-scale exercises (FSEs). These exercises are designed to identify State and local needs that guide future investments.

TICPs must have been submitted to G&T by May 1, 2006. Following submission, G&T reviewed and approved each plan. The deadline for validating the TICP through an FSE has been accelerated from that previously established in the Fiscal Year (FY) 2005 Homeland Security Grant Program Guidance. *FSEs had to be completed by September 30, 2006.* This adjusted timeline for FSEs ensured that sufficient time was allocated to complete the After Action Report (AAR) / Improvement Plan (IP) process. The validation process, including the final AAR/IP, must be completed by December 31, 2006. In total, 76 sites must meet this requirement.

EXERCISE OVERVIEW

Several days prior to the start of Operation Cassandra, a series of scenario events take place that heightens the security posture of the United States, including the local Miami Urban Area. These events included: confirmation by the U.S. Department of Homeland Security (DHS) that several known and suspected members of the Red White and Blue Militia (RWBM) have managed to bypass U.S. security controls and have entered this country illegally; a serious explosion occurs in a rural area 45 miles south of Charlotte, North Carolina; DHS is warning that there is a very credible terrorist attack(s) threat for the U.S. eastern seaboard, based upon investigation of the site of the explosion in North Carolina; the Homeland Security Alert System is raised to High or Orange Level and are taking preventative and preparatory actions in anticipation of attack(s); DHS is warning all levels of government to prepare.

On the morning of July 20th, a female calls the City of Miami and Miami-Dade County 911 centers to read a statement warning that American will pay for all the injustice done to her people around the world by the United States. This message is followed by several bomb threats being phoned in to various locations in the Miami-Dade County area. Shortly thereafter a large vehicle borne improvised explosive device (LVBIED) is exploded at the County Administrative Building (CAB) in downtown Miami, resulting in a partial building collapse, a Level 4 Mass Casualty Incident designation and a request for multi-agency response.

An Incident Command Post is established by the City of Miami Fire Rescue and is soon transitioned to a Unified Command with the City of Miami Police Department and other

response agencies arriving on scene. Due to the need to communicate effectively with all responding units/agencies, the Incident Commander activates elements of the Regional Tactical Interoperability Communications Plan (TICP) that includes establishing communications procedures and requesting various equipment and personnel assets to respond to the scene.

Additional bombings and possible LVBIED devices are discovered in the Miami-Dade County area and due to all of the heavy radio and cell phone traffic, a partial system failure occurs, which forced further communications options to be discussed and/or undertaken to establish effective communications for responders. Shortly after this segment of the exercise taking place, the exercise was terminated, as all objectives had been accomplished.

The Miami Urban Area used this FSE in order to validate its TICP. It gave participants an opportunity to evaluate organizational performance of the TICP. The validation is co-sponsored by Miami Urban Area and the U.S Department of Homeland Security Office of Grants and Training.

This AAR is intended to assist Miami Urban Area in its efforts to improve current tactical interoperable communications capabilities by analyzing exercise results through:

- Identifying strengths to be maintained and built upon,
- Identifying potential areas for further improvement, and
- Identifying issues to be resolved at a later date.

The suggested actions in this report should be viewed as recommendations only. In some cases, agencies may identify alternative solutions that are more effective or efficient. Each agency should review the recommendations and complete actions in alignment with internal strategies, National Incident Management System (NIMS) requirements, national goals, and current program objectives.

Major Strengths

The major strengths identified during this exercise are as follows:

- Numerous agencies participated and it was clear to the evaluation team that there is a high degree of cooperation and coordination among the agencies in the Miami UASI.
- The radio cache manager, with the assistance of assigned technicians, ensured that all responders were provided radios, trained in their use, and directed to the proper channels.
- One-on-one radio checks were conducted to ensure responders were thoroughly familiar with their use.
- Accountability forms and tracking was meticulously documented.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in the jurisdiction's and/or organization's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- While requests for appropriate interoperable assets were made, it is unclear whether the protocols established in the TICP were used.

NEXT STEPS

This AAR/IP will be finalized at the associated AAR/IP Conference, which will be held at Miami City Hall on August 21st 2006 at 09:30am. Following such report finalization, the G&T Exercise Support Team will submit the AAR/IP to the G&T Interoperable Communications Technical Assistance Program (ICTAP) and SAFECOM. (SAFECOM is working with existing Federal communications initiatives and key public safety stakeholders to address the need to develop better technologies and processes for the cross-jurisdictional and cross-disciplinary coordination of existing systems and future networks.) These programs will use this AAR/IP, in addition to the previously conducted plan review, as inputs into their TICP Validation Scorecard process. Based on these inputs, a scorecard will be issued for Miami Urban Area no later than December 31, 2006.

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Chapter 1: Exercise Overview

EXERCISE DETAILS

Exercise Name

Operation Cassandra

Duration

3 hours

Exercise Date

July 20, 2006

Exercise Location

Miami, FL the Orange Bowl and surrounding urban areas

Type of Exercise

Limited-Scope Full Scale Exercise

Sponsor

Miami Urban Area and the U.S Department of Homeland Security Office of Grants and Training.

Funding Source

U.S. Department of Homeland Security (DHS)

Focus

Tactical Interoperable Communications Plan (TICP)

Classification

For Official Use Only

PARTICIPATING ORGANIZATIONS

Federal Agencies

- Federal Bureau of Investigation
- Bureau of Alcohol, Tobacco and Firearms
- Immigration and Customs Enforcement

State of Florida Agencies

- Florida Department of Law Enforcement
- Florida Division of Emergency Management

Local Agencies

- City of Miami Police
- City of Miami Fire
- Miami Dade County Police
- Miami Dade County Fire
- Boward County Sherriff's Office
- Miami Office of Emergency Management
- Miami EOC
- Hialeah PD
- Hialeah FD
- Miami Dispatch
- Miami Dade Dispatch
- Coral Gables PD
- Coral Gables FD
- Miami Beach PD
- Miami Beach FD

Private Sector

- American Medical Response

Number of Participants

- Agencies 20
- Controllers 12
- Evaluators 6

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EXERCISE DESIGN

Operation Cassandra was designed using the Homeland Security Exercise and Evaluation Program (HSEEP) methodology. However, due to the specific nature of this exercise, several of the components and requirements of HSEEP had to be modified. Such modifications include a reduced planning timeline, an independent evaluation, and a specific focus on the TICP.

There were two primary efforts in the design of the exercise: exercise control and evaluation. In order to manage these distinct efforts, one DHS lead evaluator from the Interoperable Communications Technical Assistance Program (ICTAP). This individual, worked closely with the primary UASI authors and key players identified in Miami Urban Area’s TICP to develop an integrated and comprehensive plan to execute the exercise.

The UASI lead exercise controller focused on developing the associated exercise products for an FSE consistent with HSEEP with some slight TICP-specific modifications. The lead evaluator focused his team and the UASI design team on developing a site-specific evaluation plan that would allow for a comprehensive validation of the Miami Urban Area TICP. Additionally, the ICTAP site lead was integrated into both the control and evaluation portions of the design phase because he possessed both a critical historical and good working knowledge of the TICP and the local considerations unique to Miami Urban Area.

The evaluation methodology used in this TICP exercise was based on the structure established by SAFECOM for its interoperability baseline assessment, which sought to define how the level of interoperability in an agency or region could be assessed. SAFECOM developed a template for its national assessment that uses the five elements of interoperability introduced in the SAFECOM *Interoperability Continuum*. These elements were then broken down into 13 measurable sub-elements, as illustrated in Table 1.1.

Table 1.1 SAFECOM Interoperability Continuum Elements

Interoperability Continuum Element	Baseline Assessment Sub-Element
Governance	<ul style="list-style-type: none"> - Leadership - Decision-making Groups - Agreements - Interoperability Funding - Strategic Planning
Standard Operating Procedures	<ul style="list-style-type: none"> - Policy, Practices, and Procedures - Command and Control
Technology	<ul style="list-style-type: none"> - Approaches - Implementation - Maintenance and Support
Training and Exercises	<ul style="list-style-type: none"> - Operator Training - Exercises

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1. Evaluate and assess the receipt, notification, documentation, and implementation of the primary dispatch center protocols to effectively establish and maintain a multi-disciplinary/multi-jurisdictional response to a large-scale incident.
2. Assess the ability to identify, establish, and manage necessary communications logistics for a large-scale incident.
3. Verify establishment of Incident Command and collaboration of necessary unified incident management components to effectively communicate with all responding agencies.
4. Evaluate the communications unit leader's ability to implement the necessary components and actions in accordance with his/her tactical interoperable communications plan.
5. Verify inventory, functionality, maintenance, and technological support of communications equipment.

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Chapter 2: Exercise Events Synopsis

A detailed record of event observations is listed in Table 2.1

Table 2.1 *Event Timeline*

Time	Venue / Agency	Action
0940		The incident began with a simulated call to the anonymous hot line.
0957		Field incident response began at this time with a simulated major explosion occurring at the CAB building in downtown Miami. There was also an agency triggered power failure at the Miami PD/FD dispatch. This was a real event, but did not disrupt communications.
0958		Miami PD EOC opened
0959		Miami Dade FD, per protocol, sent out a significant event email. They paged out the E group, notified EOC and paged OEM.
0959		Miami Dispatch back on line and radio check to Car 71, senior command personnel from Miami PD.
1005		Miami FD Battalion Chief assumes IC and establishes command at Miami FD Mobile Command Vehicle.
1006		The IC requested that a Level 4 MCI be announced through EMERGIN Messaging/Paging System at MFD Dispatch. IC designates a Staging area.
1007		The IC request that PD set up perimeter control.
1008		Miami Dade Fire Dispatches Fire Equip and sets up TAC channel.
1008		Miami Dade Fire calls Chief Perry to activate USAR Team.
1009		IC designates Unified Command including Ops Officer, Logistics, COML and PIO.
1010		MPD Dispatch contacts Hialeah PD.
1012		Unified Command established by IC and an inventory of assigned units was announced on TAC1.
1012		MPD contacts Miami Beach PD.

1016		IC orders radio cache to staging.
1019		IC assigns officer to staging area to instruct arriving units on channel assignments and coordinate provision of cache radios.
1020		IC directs Dispatch to notify local area hospitals of large number of casualties.
1021		Communications between IC and Dispatch regarding cache logistics.
1022		Request to patch MPD command channel to FD TAC 2.
1022		Miami Dade Fire activates patch to Hialeah and Coral gables using Moto Bridge.
1024		Responders began to arrive at staging area; at Police Com Center, Deputy COML initiates "white board" ICS 205.
1030		Inventory tech arrives at staging area with radio cache.
1035		MA TAC 2 patched to PD2.
1038		Miami Dade Fire advises all hospitals of explosion on MED 8.
1044		Miami Dade Dispatch advises all units to park on curb and not enter hospital.
1044		The first of the Miami radio cache provided to FBI bomb tech. was provided instructions in use of radio; later similar distributions were made to other responders and radio checks were immediately performed.
1045		County EOC joins Unified Command.
1047		Miami Beach Hialeah units arrive, report via MA TAC 2.
1050		IC sets up Finance Unit.
1051		Miami Dade Fire calls FEMA to activate a field hospital.
1057		IC requests Air support.
1113		Radios go down.
1114		COML assigns runner to alert units to use back up channels in light of communications break down.
1114		COML provides numerous alternative back up communications, such as Shared channels (TAC3), suitcase repeaters, sat phones, and runners.

1114		MFD Dispatch attempts to contact IC using Motorola DGT 9000. No answer sends runner to inform responder to tune to Fire Storm!
1121		COML tech assistant does radio check on TAC 3 to verify communications.
1122		IC requests designation of base command.
1125		Cache radios returned and receipted. Exercise ends. (ENDEX)

Chapter 3: Analysis of Capability

This section of the report provides an analysis of how well the participating jurisdictions, as a whole, achieved the expected capability. In the case of the Tactical Interoperable Communications Plan (TICP) Exercise Series, the evaluation is restricted to one portion of one capability—that capability is *interoperable communications* and the specific portion of that capability is *tactical interoperable communications*. Therefore, the evaluation is organized around the SAFECOM interoperability continuum elements, as described in Chapter 1. These elements comprise the categories that will assess in the TICP Validation Scorecards. Results for the element analysis are summarized in this chapter. A detailed analysis of the key observations that contributed to results related to the element analysis is also included.

ELEMENT 1: STANDARD OPERATING PROCEDURES (SOPS)

Sub-Element 1.1: Policies, Practices, and Procedures

Observation 1.1.1: Follow the priority order for use of interoperable communications resources as outlined in TICP.

Summary of Observation: The site followed priority order in use of the interoperable communications. A shared system was utilized for initial responders. Additional responders were assigned cache radios upon arrival. A console patch and an ACU 1000 were set up for police personnel. Later during an insert detailing a radio system failure, a radio patch was utilized to connect urban responders.

Related Task(s): 1.1.B-1

Analysis: N/A

Recommendation(s): N/A

Observation 1.1.2: Follow TICP policies and procedures for Swap Radios, to include request, activation, deactivation AND problem resolution.

Summary of Observation: At 10:16 the IC requested a cache be delivered to the staging area. At 10:28 the cache arrived at the staging area and was directed to the police command vehicle. At 10:49, the COML advised that the cache radios were on site, accompanied by a cache manager. All policies and procedures were followed and instructions were provided to users. Among others, cache radios were provided to FBI, ATF, ICE, FDLE and numerous municipal responders. Very specific instructions were provided to all users. At the termination of the mission, inventory was maintained. Individual radio checks were done with each user. 70 cache radios were available as well as extra batteries.

Related Task(s): 1.1.B-2

Analysis: N/A

Recommendation(s): N/A

Observation 1.1.3: Follow TICP policies and procedures for Shared Channels, to include general procedures AND problem resolution

Summary of Observation: Shared channels were used in conjunction with the PD Link Console Patch between Miami – Dade and Miami PDS, which expanded the reach of the shared channels tying the shared channels of Miami Dade to the shared trunked system of the Miami PD. All policies and procedures were followed.

Related Task(s): 1.1.B-3

Analysis: N/A

Recommendation(s): N/A

Observation 1.1.4: Failure to deactivate patch

Summary of Observation: At 1021, Fire Rescue made a console patch. An additional patch was made at 10:29 to Hialeah, Miami Beach and Coral Gable PDS. Later, in response to an “inject” describing a radio failure a patch was utilized to connect the “talk around”, Hialeah, American Medical Response (AMR) Ambulance, Miami Dade and Miami Beach. The patches, were disengaged when the radio failure was rectified pursuant to the TICP according to the local agencies, however this item was not directly witnessed by the assigned evaluator at the time the task was completed.

Related Task(s): 1.1 B-4

Analysis:

Recommendation(s):

Observation 1.1.5: Follow TICP policies and procedures for Shared Systems, to include general procedures AND problem resolution.

Summary of Observation: The shared system was utilized pursuant to the policies and procedures outlined in the Miami UASI’s TICP.

Related Task(s): 1.1.B-5

Analysis: N/A

Recommendation(s): N/A

Observation 1.1.6: The COML, or person assuming COML duties, was able to request necessary resources using the documented procedures

Summary of Observation: A COML was designated by the IC. The COML was able to request additional resources using documented procedures in the UASI.

Related Task(s): 1.1.B-6

Analysis: N/A

Recommendation(s): N/A

Observation 1.1.7: Procedures for Making Resource Requests

Summary of Observation: While requests for appropriate interoperable assets were made, it is unclear whether the protocols established in the TICP were used. It should be noted, however, that only local assets were utilized. See Attachment D-4, paragraph A – Procedures for Making Resource Requests.

Related Task(s): 1.1 B-7

Analysis: Requests for interoperable communications assets follow the protocols established by the Regional Authority, as documented in the TICP.

Recommendation(s): N/A

Observation 1.1.8: Provide communications back-up during the incident if the conventional mode of communications fail or become overloaded

Summary of Observation: During a breakdown in radio communications, a patch was utilized to connect the “talk around”, Hialeah, American Medical Response, Miami Dade and Miami Beach.

Related Task(s): 1.1.B-8

Analysis: N/A

Recommendation(s): N/A

Observation 1.1.9: Communications links are initially checked and regularly re-checked for quality, degradation or failure

Summary of Observation: Communications links were initially checked and occasionally re-checked during the course of the incident. Shortly after the patch was requested, at 10:25, the Police COML from Miami PD and an officer from Miami Dave verified the patch was in effect via a radio check.

Related Task(s): 1.1.B-9

Analysis: N/A

Recommendation(s): N/A

Sub-Element 1.2: Command and Control

Observation 1.2.1: Establish and communicate an unambiguous incident command and command post, led by a single incident commander

Summary of Observation: Miami PD requested that an IC be established. Shortly thereafter at 10:05, an unambiguous incident command was established by a Miami FD Battalion Chief. Incident Command was set up in the Miami FD Mobile Command Vehicle.

Related Task(s): 1.2.B-1

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.2: If multiple organizations with statutory responsibility for some portion of the incident are present, a unified command has been established with incident commanders representing each of the jurisdictional agencies and with a designated Operations Section Chief.

Summary of Observation: The IC established a unified command consisting of Fire, EMS, and Police personnel. At 10:12, the IC requested that a PAR be conducted. Several times during the exercise additional PARs were conducted. Later, at 10:45 AM, a representative from Dade County EOC joined the Unified Command Structure established in the Mobile Command vehicle. Additionally, an Operations Chief, COML and PIO were designated. Additionally, at 10:39, due to multiple IED incidents, Miami PD requested the establishment of a Unified Area Command.

Related Task(s): 1.2.B-2

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.3: Designate a Communications Unit Leader (COML), as appropriate, and announce to all relevant personnel who will carry out COML responsibilities.

Summary of Observation: At 10:05, the IC designated an overall COML at the Command. Additionally, subordinate COMLs were established at the Police Command Vehicle and the Miami Dade FD Dispatch.

Related Task(s): 1.2.B-3

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.4: Develop, maintain, and distribute an Incident Radio Communications Plan (ICS Form 205)

Summary of Observation: ICS 205s were initiated at all three of the aforementioned locations. The COML in conjunction with the IC compiled a “white board” 205, which tracked changes/additions throughout the incident. The Evaluation Team believes this should be established as a “best practice.”

Related Task(s): 1.2.B-4

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.5: Communicate incident information to emergency management / EOC.

Summary of Observation: At 9:57, the Miami FD contacted the Dade County EOC through their emergency paging system. At 9:58, the Miami PD EOC was activated with a staff level commander and an incident tactical dispatcher and note taker. At 10:45 a representative of the Dade County EOC joined the Unified Command Structure.

Related Task(s): 1.2.B-5

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.6: All appropriate agencies use interoperable equipment and resources.

Summary of Observation: All local and regional agencies were able to communicate.

Miami FD
Miami EOC
Miami PD Hialeah PD
Hialeah FD
AMR (ambulance)
Miami Dispatch
Miami EMS
Miami-Dade FD
Miami-Dade PD
Miami-Dade Dispatch
Miami-Dade EOC
Coral Gables PD
Coral Gables FD
Miami Beach PD
Miami Beach FD
Hialeah PD
FBI
ATF
FDLE
ICE

Related Task(s): 1.2.B-6

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.7: Establish an equipment accountability system

Summary of Observation: A thorough equipment accountability system was established for all communications assets.

Related Task(s): 1.2.B-7

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.8: Advise responding units of the initial contact channel(s) for the incident

Summary of Observation: Throughout the incident responding units were advised of initial contact channels. 1019 Miami FD orders units arriving at staging to use FD TAC 3 – Miami Beach, Coral Gables, Hialeah, and Miami-Dade. 1024 Miami Unified Command advises Miami Dispatch – police to PD2 and Fire to Mutual Aid 2. 1029 Hialeah assigned MA TAC 2. 1045 Cache Radio investigative unit (ATF, FBI, FDLE, and ICE) recipients were assigned to PD 3.

Related Task(s): 1.2.B-8

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.9: Establish Incident Command Post in a location that is safe and appropriate to facilitate communications.

Summary of Observation: The IC was established in a location safe and appropriate to the incidents.

Related Task(s): 1.2.B-9

Analysis: N/A

Recommendation(s): N/A

Observation 1.2.10: Accurately report and document the incident by completing and submitting required communications-related forms, reports, documentation, and follow-up notations

Summary of Observation: Miami PD Dispatch employed note takers and standard forms. Logs were maintained at all dispatch locations. White Boards were used extensively in the IC. The IC maintained a T/O of the command and subordinate structures as they evolved. In the Law Branch Command Vehicle, white boards were used to maintain the ICS 205 and the command structure. Additionally 205s were maintained at all three COML locations.

Related Task(s): 1.2.B-10

Analysis: N/A

Recommendation(s): N/A

Summary of Observation: For the most part unit identifiers were used; however, some responders expressed the need for more precise identification procedures to be used in the region to delineate among both locales and responders.

Related Task(s): 2.1.B-4

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.5: Users demonstrate familiarity with setup and effective use of Swap (Cache) Radios.

Summary of Observation: Upon arrival all users of cache radios were instructed in their use. (See Section 1.1)

Related Task(s): 2.1.B-5

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.6: Users demonstrate familiarity with effective use of Shared Channels.

Summary of Observation: Responders demonstrated familiarity with the location of shared channels. Federal responders, while not familiar with the channels, were instructed in their use.

Related Task(s): 2.1.B-6

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.7: Users demonstrate familiarity with setup and effective use of Gateways.

Summary of Observation: Familiarity with and effective use of gateways was amply demonstrated. City of Hialeah and Miami Beach delivered radios to the COML tech who quickly initiated the patch utilizing ACU-T.

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ELEMENT 2: USAGE

Sub-Element 2.1: Frequency of Use and Familiarity

Observation 2.1.1: Provide tactical interoperable communications between *local* first responders.

Summary of Observation: Tactical interoperable communications were provided to all local responders (See section 1.1)

Related Task(s): 2.1.B-1

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.2: Provide tactical interoperable communications for *regional* first responders.

Summary of Observation: Tactical interoperable communications were provided to all regional responders (See section 1.1)

Related Task(s): 2.1.B-2

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.3: Use established common response communications language (i.e. plain language, no special codes) for all relevant communications, as outlined in TICP.

Summary of Observation: Plain language was utilized. On several occasions, the IC reminded responders of the necessity to use plain language.

Related Task(s): 2.1.B-3

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.4: Use unit identification procedures for all relevant communications, as outlined in TICP.

800 Mhz system to the Miami – Dade County 800 MHz system. Only the shared systems within Miami-Dade County are listed

Observation 3.1.1: Use of White Board to document ICS 205

Summary of Observation: The COML at the Police and Incident Command Centers utilized white boards in addition to paper ICS form 205. Using the WB allowed for timely updates as the incident developed. It also served to keep other participants advised of the ICS 205 structure. The Evaluation Team recommends this as a “best practice”.

Analysis: N/A

Recommendation(s): N/A

Observation 3.1.2: Inter- agency cooperation and coordination.

Summary of Observation: The exercise was conducted professionally. The performance of all participants was exemplary. Numerous agencies participated and it was clear to the evaluation team that there is a high degree of cooperation and coordination among the agencies in the Miami UASI.

Analysis: N/A

Recommendation(s): N/A

Observation 3.1.3: Radio Cache

Summary of Observation: The radio cache was handled very professionally. The radio cache manager, with the assistance of assigned technicians, ensured that all responders were provided radios, trained in their use, and directed to the proper channels. Additionally, one on one radio checks were conducted to ensure responders were thoroughly familiar with their use. Accountability forms and tracking was meticulously documented.

Analysis: N/A

Recommendation(s): N/A

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Related Task(s): 2.1.B-7

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.8: Users demonstrate familiarity with effective use of Shared Systems.

Summary of Observation: The Miami City shared systems was used effectively. Users were familiar with its operation.

Related Task(s): 2.1.B-8

Analysis: N/A

Recommendation(s): N/A

Observation 2.1.9: Arriving units and communications equipment check in at common staging area for assignments.

Summary of Observation: A staging area was established by the IC, where equipment check in was performed and assignments were delegated.

Related Task(s): 2.1.B-9

Analysis: N/A

Recommendation(s): N/A

ELEMENT 3: TECHNOLOGY

Although the Technology element and the specific equipment used is not formally evaluated, it will be documented to ensure that the equipment used in the exercise is included in the TICP.

The caches identified are for Miami-Dade only – other caches outside of Miami-Dade are not listed While 200 units are listed, 24 were delivered to the Exercise. Miami PD personnel indicated that 200 do not exist. An inventory should be conducted and the TICP updated appropriately. NPSPAC Tac2, 3, and 4 do not completely cover Miami-Dade County, NPSPAC Call and Tac1 do. Fire Mutual Aid channels nomenclature should be verified. Identifiers used in the exercise are not consistent with those used in the TICP. Console patches are available throughout Miami-Dade. PD Link located at the County Admin. Building ties the City of Miami

Appendix A: Improvement Plan

This Improvement Plan (IP) has been developed specifically for Miami Urban Area as a result of the Operation Cassandra conducted on July 20, 2006. This table includes only those observations from *Chapter 3: Analysis of Capability* that include one or more recommendations.

Observation	Recommendations	Improvement Actions	Responsible Party / Agency	Completion Date
1. Standard Operating Procedures (SOPs)				
1.1.7 Procedures for making Resource Requests	Recommendation 1: Ensure resource requests follow TICP procedures.	Action 1: Review TICP resource request procedures.	All	N/A
2. Usage				

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Chapter 4: Conclusion

Operation Cassandra was a limited-scope Full Scale Exercise (FSE) specifically designed to test the Miami Urban Area Tactical Interoperable Communications Plan (TICP). The exercise focused only on testing the capabilities represented in the TICP and not the capabilities of each individual agency. Because of the large number of agencies involved in the exercise, the scope had to be limited and modifications were made during the exercise design process as required.

Players were evaluated on SAFECOM interoperability continuum elements. Because few Governance components can be observed in an exercise environment, this AAR will focus specifically on SOPs and Usage (with Governance being validated primarily by the Plan Review). With regard to SOPs, evaluators will focus on two sub-elements: (1) Policies, Practices, and Procedures and (2) Command and Control. The Usage section will focus on one sub-element: Frequency of Use and Familiarity (with using the designated equipment and implementing the SOPs). Although the Technology element and the specific equipment used were not formally evaluated, it was documented to ensure that the equipment used in the exercise is included in the TICP.

Major Strengths Identified:

- Numerous agencies participated and it was clear to the evaluation team that there is a high degree of cooperation and coordination among the agencies in the Miami UASI.
- The radio cache manager, with the assistance of assigned technicians, ensured that all responders were provided radios, trained in their use, and directed to the proper channels.
- One-on-one radio checks were conducted to ensure responders were thoroughly familiar with their use.
- Accountability forms and tracking was meticulously documented.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in the jurisdiction's and/or organization's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- While requests for appropriate interoperable assets were made, it is unclear whether the protocols established in the TICP were used.

**D. DEPARTMENT OF HOMELAND SECURITY
SAFECOM CONTINUUM**

Observation	Recommendations	Improvement Actions	Responsible Party / Agency	Completion Date
N/A	Recommendation 1: N/A	Action 1: N/A		
3. Technology				
N/A	Recommendation 1: N/A	Action 1: N/A		

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**E. DISCIPLINES OF THE FUNCTIONAL WORK
GROUPS (FWG) OF THE SERDSTF**

Governance	Individual Agencies Working Independently	Informal Coordination Between Agencies	Key Multidiscipline Staff Collaboration on a Regular Basis	Regional Committee Working with a Statewide Interoperability Committee
Standard Operating Procedures	Individual Agency SOPs	Joint SOPs for Planned Events	Joint SOPs for Emergencies	Regional Set of Communications SOPs National Incident Management System Integrated SOPs
Technology	Swap Radios	Gateway	Shared Channels	Proprietary Shared Systems Standards-based Shared Systems
Training & Exercises	General Orientation on Equipment	Single Agency Tabletop Exercises for Key Field and Support Staff	Multagency Tabletop Exercises for Key Field and Support Staff	Multagency Full Functional Exercise Involving All Staff Regular Comprehensive Regional Training and Exercises
Usage	Planned Events	Localized Emergency Incidents	Regional Incident Management	Daily Use Throughout Region

Limited Leadership, Planning and Collaboration Among Areas with Minimal Investment in the Sustainability of Systems and Documentation

High Degree of Leadership, Planning, and Collaboration Among Areas with Commitment to and Investment in Sustainability of Systems and Documentation



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**F. COMMUNICATION FUNCTIONAL WORK
GROUP OF THE SERDSTF**

SOUTHEAST REGIONAL DOMESTIC SECURITY TASK FORCE FUNCTIONAL WORK GROUPS

Fire Rescue
Communication
Law enforcement Response
Health/Medical
Emergency Management
Investigation and Intelligence
Education
Training
Joint Media Information
Building and Transportation Security
Maritime Security
Air Operations
Agro-Terrorism

G. FLORIDA DOMESTIC SECURITY STRATEGY

**Southeast Regional Domestic Security Task Force
Communications Functional Work Group**

Rogers, Lee Ann	561-642-2160	2129		cunninghaml@pbsoc.org	Palm Beach Sheriff's Office	Communications
Cunningham, Tom	561-688-3461			pwehrle@co.palm-beach.fl.us	Palm Beach County Fire Rescue	Communications
Wehrle, James	561-712-6564			shunt@semitrbe.com	Seminole Police Department	Communications
Hunt, Stefanie	954-967-8900			justin.w.noggle@uscg.mil	USCG	Communications
Noggle, Justin	786-412-4594			john_orlando@sheriff.org	Broward Sheriff's Office	Communications
Orlando, John	954-831-8229			Kevin_Mitchell@sheriff.org	Broward Sheriff's Office	Communications
Mitchell, Kevin	954-765-5100			bgmidgley@mddpd.com	MDPD	Communications
Midgley, Bruce	305-273-6799			julie_shockley@sheriff.org	Broward Sheriff's Office	Communications
Shockley, Julie	954-831-8910			lrmf@spwar.navy.mil	ICTAP	Communications
Forgy, James	619-653-6629			iguerra@hialeahfl.gov	Hialeah Fire Department	Communications
Guerra, Lazaro	305-775-7339			Ranford.ali@myfwc.com	FWCC	Communications
Ranford, Ali	561-723-1428			Communications@margatefl.com	Margate Police Department	Communications
Schroeder, Lynn	954-935-5427			bmaney@townofpalmbeach.com	Town of Palm Beach	Communications
Maney, Bonnie B.	561-838-5454			deniscollins@optonline.net	BAE Systems- DOJ Support	Communications
Collins, Denis	516-742-0419			schmidt@pbsoc.org	Palm Beach Sheriff's Office	Communications
Schmidt, Robin				iswift@coralgables.com	Coral Gables Police Department	Communications
Swift, Jason	305-582-3514			Robert.m.zanger@usDO5.gov	US DO5	Communications
Zanger, Rob	703-322-1675					
Garnett, Jeff	305-468-5420			jeffrey.garnett@miamidade.gov	OEM/HS	Communications
Bourgouin, Jennifer	954-888-5461			jennifer_bourgouin@bsosid.org		Communications
Wayd, Carolyn	954-828-5697			carolyn-wade@sheriff.org	BSO	Communications
Frederick, Gloria	954-828-5614			gfederick@forlauderdale.gov	BSO	Communications
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Davis, Jerome	954-538-1185			jerome.davis@ic.fbi.gov	FBI	Communications
Torpey, Paul	703-322-1673			paul.torpey@baesystems.com	D&J	Communications

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**Southeast Regional Domestic Security Task Force
Communications Functional Work Group**

Dzoba, Nancy	954-828-5698		954-282-5684	ndzoba@fortlauderdale.gov	Fort Lauderdale Police Department	Communications
Wesley, Arona	954-786-4200		954-786-4319	pompanodispach@sheriff.org	Broward Sheriff's Office	Communications
Messinger, Dave	561-712-6445		561-712-6468	dmessinger@psd.co.palm-beach.fl.us	Palm Beach EOC	Communications
Duran, Natalie	305-596-8568		305-596-8527	durann@miamidade.gov	Miami-Dade Fire Rescue	Communications
Gray, Gary	954-828-5762		954-828-5957	ggray@fortlauderdale.gov	Fort Lauderdale Police Department	Communications
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Perez, Jose R.	954-321-4715			jose_r_perez@sheriff.org	BSO	Communications
Guthrie, Randee Rae	305-473-7570			randeeguthrie@monroecounty.gov	Monroe EOC	Communications
Myrie, Suzanne	954-767-8740		954-728-2764	communications_supervisor@sheriff.org	Broward Sheriff's Office	Communications
Koch, Phyllis	561-233-4432		561-233-4431	pkoch@pbccgov.org	Palm Beach County	Communications
Carpani, Rick	954-593-5799			rcarpani@broward.org	BSO-Communications Technology	Communications
Cavender, Charles	305-687-2525		305-769-7792	ccavender@hialeahfl.gov	Hialeah Police Department	Communications
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Laplant, Keith	305-415-6715			keith.laplant@uscg.mil	US Coast Guard	Communications
Shinn, Tammy	954-818-6029			tammy_shinn@sheriff.org	BSO Fire Rescue	Communications
B, Charles	954-967-4405			cbanserve@hollywoodfl.org	Hollywood Fire	Communications
Vrkian, Frank	954-602-4610		954-602-3413	fmrvkian@ci.miramar.fl.us	Miramar Fire Rescue	Communications
LeVant Brenda	561-742-6032			levant_b@ci.boynnton-beach.fl.us	Boynnton Beach Comm.	Communications
Hernandez, Barbara	305-867-2575		305-769-7792	bhernandez@hialeah.fl.gov	City of Hialeah	Communications
Arce, Antonio	305-883-5821		305-520-4600	aarce@hialeahfl.gov	City of Hialeah	Communications
Voorhees, Alan	954-805-7228			avoorhees@hialeahfl.gov	Hialeah Police Department	Communications
Seigel, Adam	703-632-6164		703-632-6694	adamset@yahoo.com	FBI	Communications
McCreary, Paul	305-224-6907			pmccreary@ncis.navy.mil	Naval Crime Investigation Service	Communications
Perez, Felix	305-596-8098		305-596-8096	fdp@miamidade.gov	Miami-Dade County	Communications
Berwick, Kyle	954-321-4301			kyle_berwick@sheriff.org	Broward Sheriff's Office	Communications
Sisley, Robert W.	305-273-6722		305-273-6801	rsisley@mddpd.com	Miami-Dade Police-Communications Bureau	Communications
Lauria, Paul	954-327-2756		954-585-3756	paul_lauria@sheriff.org	Broward Sheriff's Office	Communications
Christmas, Richard E	561-616-7000			dec25th@bellsouth.net	Palm Beach County Fire Rescue	Communications

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**Southeast Regional Domestic Security Task Force
Communications Functional Work Group**

RDSTF Member	Contact Phone	Extension	Fax Number	E-Mail	Agency	Subcommittee
Rojas, Oscar	305-596-8051			rojas@miamidade.gov	Miami-Dade County	Communications
Affanato, Vincent	954-967-4351		954-967-4384	vaffanato@hollywoodfl.org	Hollywood Police Department	Communications
Gallagher, Tom	954-668-5082		954-252-6688	tgallagher@pines.com	Pembroke Pines Fire Rescue	Communications
Burrows, Pilar E	561-357-6319		561-433-2617	burrows.pilar@hsmv flp.state.fl.us	Florida Highway Patrol	Communications
Oliva, Martha	305-596-8521			moliva@miamidade.gov	Miami-Dade County	Communications
Endicott, David	703-201-5102		410-604-3068	dendicott@allhandsconsulting.com	Miami-UASI	Communications
Browdy, Shirley	786-336-1088		305-470-5515	shirleybrowdy@fdle.state.fl.us	Florida Department of Law Enforcement	Communications
Bishop, Harold	305-579-6134			harold.bishop@miami-police.org	Miami Police Department	Communications
Anderson, Thomas	954-321-5043		954-321-4708	ta3333@aol.com	Coral Springs Police Department	Communications
Bernal, Cindy M.	305-596-8607		305-275-7894	cmb@miamidade.gov	Miami-Dade Information Technology Division	Communications
Carlson, Ray	305-629-1745		561-688-3778	carlsonr@pbso.org	Palm Beach Sheriff's Office	Communications
Almeda, Patricia	305-292-7058		305-292-7098	palmeda@keyss.net	Monroe Sheriff's Office	Communications
Filla, Mark	561-233-4417		561-233-4474	mfilla@pbccgov.com	Palm Beach County	Communications
Perera, George	305-273-6720		305-596-8180	gperera@mdpd.com	MDPD	Communications
Lawrence, Brian	305-442-1600	5075	305-460-5414	blawrence@coralagables.com	Coral Gables Police Department	Communications
Hogan, Ruby	954-356-7241	302	954-356-7422	Ruby.Hogan@dhs.gov	DHS - Customs and Border Protection	Communications
Sloan, Traci	305-579-6134		305-579-6166	traci.sloan@miami-police.org	Miami Police Department	Communications
Erwin, Charles	509-965-3577			erwincc@bentonrea.com	Miami-UASI	Communications
Bukata, Anne	954-786-4245			anne_bukata@sheriff.org	Broward Sheriff's Office	Communications
McGillivray, Veronique	954-967-4357			vmcgillivray@hollywoodfl.org	Hollywood Police Department	Communications
Lueghausen, Andrea	561-688-3440		561-688-3939	lueghausena@pbso.org	Palm Beach Sheriff's Office	Communications
Adams, Paul	561-616-7052		561-616-7083	adamsp@pbso.org	Palm Beach Sheriff's Office	Communications
Sena, Luis	619-553-3405			senal@spawar.navy.mil	US Navy	Communications
Eugene, Gary	305-579-3449			gary.eugene@miami-police.org	Miami Police Department	Communications
DiBernardo, Marisol	954-828-6082		954-828-6086	mdibernardo@fortlauderdale.gov	Fort Lauderdale Fire Rescue	Communications
Kentolall, Joanna	954-762-3817			joanna-kentolall@doh.state.fl.us	DOH	Communications

(6)

Florida's Domestic Security Strategy

Vision Statement:

Ensure a safe and secure future, free of terror, for Florida.

Mission Statement:

Strengthen our domestic security prevention, preparedness, protection, response and recovery capabilities through interdisciplinary and interagency consensus and commitment to build and rely on a strong Regional Mutual Aid Response Capability.

GOAL 1: *PREVENT*, preempt and deter acts of terrorism.

- OBJECTIVE 1.1 Enhance and maintain counter-terrorism intelligence and information systems, collection, analysis, and exchange among disciplines, regions, private sectors, and at all appropriate levels of government.
- OBJECTIVE 1.2 Enhance and maintain the capabilities of intelligence analysts and investigators by providing the most effective and efficient analytical and investigative training, techniques, equipment and tools, consistent with the guidance provided by the National Criminal Intelligence Sharing Plan.
- OBJECTIVE 1.3 Acquire and maintain threat detection and surveillance equipment for key interdiction and inspection points to support national threat analysis and ensure rapid detection, investigation and prevention of Chemical, Biological, Radiological, Nuclear, Energetics (CBRNE) incidents
- OBJECTIVE 1.4 Pursue legislative changes, that will reduce our vulnerabilities and improve our ability to prevent, prepare, protect, respond, and recover from terrorist attack.
- OBJECTIVE 1.5 Enhance and maintain the most effective security and intrusion detection capabilities of data, communication, and information technology systems.
- OBJECTIVE 1.6 Improve the integrity and authentication features of personal identification systems and documents to reduce potential for identification fraud.
- OBJECTIVE 1.7 Promote terrorism awareness and prevention through Private Sector and Citizen Involvement.

GOAL 2: *PREPARE* for terrorism response missions.

- OBJECTIVE 2.1** Develop and maintain Comprehensive Emergency Management Plans (CEMP) and other appropriate plans and procedures at all applicable jurisdictional levels and ensure consistency with the National Incident Management System (NIMS), the National Preparedness Guidance (NPG), and the National Response Plan (NRP).
- OBJECTIVE 2.2** Train and credential responders at all levels in the NIMS, NRP and the NPG.
- OBJECTIVE 2.3** Establish operational guidelines that expand regional collaboration and compliance with NIMS/NRP and NPG.
- OBJECTIVE 2.4** Provide program management and funding support to designated work groups tasked to conduct assessments, develop plans, strategies, policies, protocols, training curriculum, and exercises.
- OBJECTIVE 2.5** Train individual responders consistent with NIMS/NRP and NPG to ensure expanded regional collaboration and a consistent, uniform level of response and sustain that capability statewide.
- OBJECTIVE 2.6** Conduct exercises designed to orient personnel, validate and improve plans, guidelines, response capabilities, expand regional collaboration and improve information sharing in accordance with NIMS/NRP, and NPG.
- OBJECTIVE 2.7** Coordinate, plan and develop standard operating procedures for interoperable communications that incorporate the national priorities as outlined in the NPG.
- OBJECTIVE 2.8** Ensure an informed, alert and empowered health care workforce to strengthen medical surge and mass prophylaxis through planning, training and exercises.
- OBJECTIVE 2.9** Increase public education, information and awareness to ensure Floridians are informed and able to protect themselves, their families and property.
- OBJECTIVE 2.10** Strengthen regional collaboration and information sharing by developing and maintaining facilities, equipment, staff and systems necessary to support the planning, coordination, and administration role of Florida's Regional Domestic Security Task Forces (RDSTFs).
- OBJECTIVE 2.11** Support citizen involvement consistent with NIMS/NRP and the NPG through programs such as Citizen Corps Councils, Community Emergency Response Teams (CERT), and State Agricultural Response Teams (SART).

GOAL 3: *PROTECT* Florida's citizens, visitors, and critical infrastructure.

- OBJECTIVE 3.1** Conduct ongoing security assessments and risk analysis to identify security needs for critical infrastructures.
- OBJECTIVE 3.2** Enhance security of Florida's borders, ports and transportation systems and corridors throughout the state.

H. PARTNER LETTERS OF SUPPORT

City of Miami



JOE ARRIOLA
City Manager

JUN 21 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

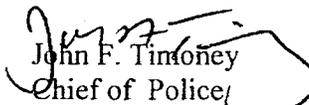
Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007 Technology Program Grant

The City of Miami Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,


John F. Timoney
Chief of Police



MIAMI POLICE DEPARTMENT/P.O. BOX 016777 / Miami, Florida 33101 / (305) 579-6565
E-Mail Address: chiefofpolice@miami-police.org

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Southeast Regional Domestic Security Task Force – Region 7

1030 N.W. 111 Avenue, Miami, Fl. 33172

(305) 470-5500, Fax # (305) 470-5515

**Miami-Dade Police Department
Robert Parker, Director
Chairperson**

**Florida Department of Law Enforcement
Amos Rojas Jr., Special Agent In Charge
Co-Chairperson**

**Broward County Sheriff Ken Jenne
Past-Chairperson**

**ICE Special Agent In Charge Jesus Torres
Co-Chairperson**

June 26, 2007

George Burgess, County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128

Re: Miami-Dade Metropolitan Statistical Area (MSA) COPS FY2007 Technology Program Grant

Dear Mr. Burgess:

The Southeast Regional Domestic Security Task Force (SERDSTF) is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. The SERDSTF fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of the first responder community and partners of the Regional Task Force. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As the Co-Chairpersons of the Southeast Regional Domestic Security Task Force - Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of the public safety agencies in this region. By improving our communication systems interoperability we will improve our coordinated response.

As the seventh largest MSA in the country, the SERDSTF recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Robert Parker, Chairperson
Southeast Regional Domestic Security Task Force

Amos Rojas, Jr., Co-Chairperson
Southeast Regional Domestic Security Task Force

RP/gs

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U.S. Department of Justice

Federal Bureau of Investigation

In Reply, Please Refer to
File No. 319K-HQ-A1487579-MM4

16320 NW 2nd Avenue
Florida
(954)-538-1185
June 26, 2007

George M. Burgess
County Manager
Miami Dade County
111 NW 1st Street 29th Floor
Miami Florida 33128

RE: Miami-Dade/South Florida Metropolitan
Statistical Area (MSA) COPS FY 2007 Technology Program Grant

Dear Mr. Burgess:

The Federal Bureau of Investigation works closely with the Miami Dade Police Department on a daily basis frequently requiring our use of their radio system. Our joint operations require communications interoperability for many criminal, and all major disaster scenarios. The Federal Bureau of investigation wishes to express support for the Miami Dade Police Department's proposal for voice communication interoperability. Miami Dade Police Department's ability to secure funding for the technology and equipment to improve the existing interoperability of voice communications will help to improve the safety of both citizens and public safety responders.

Sincerely yours,

Jonathan I. Solomon
Special Agent in Charge

By:
Jerome B. Davis
Telecommunications Manager

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*Miami-Dade County
Association of Chiefs of Police*

9105 N.W. 25th Street
Miami, Florida 33172

*Chief Thomas Hunker
President*

*Chief Michael Hammerschmidt
Vice President*

*Chief Steve Steinberg
Secretary*

*Assistant Director Naim Erched
Treasurer*

*Ret. Chief Irving Heller
Sergeant at Arms*

Aventura Police
Bal Harbour Police
Bay Harbor Police
Biscayne Park Police
City of Miami Police
Coral Gables Police
DEA - Miami
F.I.U. Police
Federal Bureau of Investigation
FEC Railway Police
Federal Reserve Bank
Florida City Police
Florida Dept. of Law Enforcement
Florida Highway Patrol
Florida Wild Life Commission
Golden Beach Police
Hialeah Gardens Police
Hialeah Police
Homestead Police
Indian Creek Public Safety
Key Biscayne Police
LEO Foundation
MDCC School of Justice
Medley Police
Miami Beach Police
Miami-Dade Schools Police
Miami Shores Police
Miami Springs Police
Miami-Dade Police
Miccosukee Police
North Bay Village Police
North Miami Beach Police
North Miami Police
Office of the State Attorney
Opa-Locka Police
Pinecrest Police
South Florida Money Laundering
Strike Force
South Miami Police
Sunny Isles Police
Surfside Police
Sweetwater Police
U.S. Customs Service
U.S. Bureau of Alcohol,
Tobacco and Firearms
U.S. Department of State
U.S. Marshals Service
U.S. Secret Service
Village of El Portal Police
Virginia Gardens Police
West Miami Police

June 27, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS
FY2007 Technology Program Grant

The Miami Dade County Association of Chiefs of Police is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Tom Hunker
President

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Enterprise Technology Services Department
 Office of the Director
 5680 S.W. 87th Avenue
 Miami, Florida 33173-1690
 T 305-596-8200 F 305-596-8088

miamidade.gov

- ADA Coordination
- Agenda Coordination
- Art in Public Places
- Audit and Management Services
- Aviation
- Building Code Compliance
- Building
- Business Development
- Capital Improvements
- Citizen's Independent Transportation Trust
- Communications
- Community Action Agency
- Community & Economic Development
- Community Relations
- Consumer Services
- Corrections & Rehabilitation
- Countywide Healthcare Planning
- Cultural Affairs
- Elections
- Emergency Management
- Employee Relations
- Enterprise Technology Services
- Environmental Resources Management
- Fair Employment Practices
- Finance
- Fire Rescue
- General Services Administration
- Historic Preservation
- Homeless Trust
- Housing Agency
- Housing Finance Authority
- Human Services
- Independent Review Panel
- International Trade Consortium
- Juvenile Assessment Center
- Medical Examiner
- Metropolitan Planning Organization
- Park and Recreation
- Planning and Zoning
- Police
- Procurement Management
- Property Appraiser
- Public Library System
- Public Works
- Safe Neighborhood Parks
- Seaport
- Solid Waste Management
- Strategic Business Management
- Team Metro
- Transit
- Urban Revitalization Task Force
- Vizcaya Museum and Gardens
- Water and Sewer

June 21, 2007

George M. Burgess
 County Manager
 Miami-Dade County
 111 NW 1st Street, 29th Floor
 Miami, Florida 33128.

Dear Mr. Burgess:

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS
 FY2007 Technology Program Grant

The Enterprise Technology Services Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

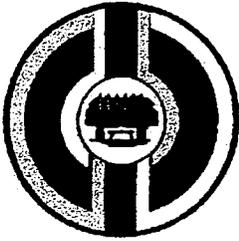
As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Donald M. Fleming
 Chief Information Officer/Director

Delivering Excellence Every Day

14.5



**Miccosukee Tribe of Indians of Florida
Police Department**

David Ward, Chief of Police

P.O. Box 440021, Miami, FL 33144
Phone 305-223-1600, Fax 305-894-2398



George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

**Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007
Technology Program Grant**

The Miccosukee Police Department fully supports the grant application being prepared and filed by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies set-forth in the proposal will promote the coordination of federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, our agency is working together with other agencies in the region to insure that our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. An improvement of communication systems interoperability will promote a more effective coordinated response.

The funding offered by this grant advances our region's efforts, allowing our interoperability plans to meet operational requirements for the near future. We look forward to working together to implement this critical program.

Best Regards,

David R. Ward
Chief of Police



Aventura Police Department

Internationally Accredited Police Service

19200 West Country Club Drive • Aventura, Florida 33180

(305) 466-8989 Fax (305) 466-8990



Eric M. Soroka
City Manager

Steven Steinberg
Chief of Police

20 June 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS
FY2007 Technology Program Grant

The Aventura Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Steven Steinberg
Chief of Police

147



An Accredited Law Enforcement Agency

Tom Hunker
Chief of Police

June 27, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007 Technology Program Grant

The Bal Harbour Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Tom Hunker
Chief of Police

148



POLICE DEPARTMENT

Town Council

June 20, 2007

Peter G. Lynch
Mayor

Kenneth Weinstein
Vice-Mayor

Stephanie Bruder
Councilwoman

Alberto Ruder
Councilman

Isaac Salver
Councilman

Ileene S. Wallace
Councilwoman

Robert H. Yoffe
Councilman

Town Officials

Greg Tindle
Town Manager

Marlene Marante
Town Clerk

Craig B. Sherman
Town Attorney

John S. Ross
Chief of Police

Alan K. Short
Finance Officer

Georgé M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS
FY2007 Technology Program Grant

The Bay Harbor Islands Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

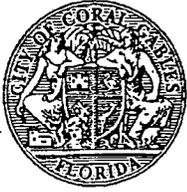
As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

John S. Ross
Chief of Police

149



The City of Coral Gables

Office of the Police Chief

2801 SALZEDO STREET
CORAL GABLES, FLORIDA 33134
PHONE (305) 460-5418
FAX (305) 460-5499

June 19, 2007

George M. Burgess, County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007
Technology Program Grant

Dear Mr. Burgess:

The Coral Gables Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

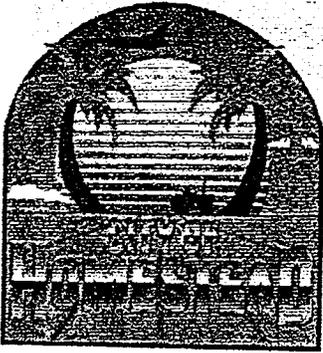
Sincerely,

M. L. Hammerschmidt
Chief of Police



150





CITY OF HOMESTEAD, FLORIDA

790 N. HOMESTEAD BOULEVARD • HOMESTEAD, FLORIDA 33030
TELEPHONE: (305) 224-4400 • WEBSITE: www.cityofhomestead.com

ROSCOE WARREN, *Mayor*
STEVEN D. LOSNER, *Vice-Mayor*
CURTIS K. IVY, JR., *City Manager*

COUNCIL MEMBERS:
LYNDA BELL
AMANDA S. GARNER

NORMAN L. HODGE, JR.
JEFFREY D. PORTER
JUDY WALDMAN

June 28, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007 Technology Program Grant

The City of Homestead, Homestead Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

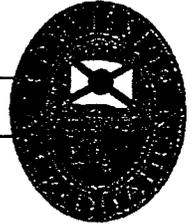
A handwritten signature in cursive script that reads 'Edward F. Bowe, Jr.'.

Edward F. Bowe, Jr.
Captain/Support Services
City of Homestead

151



VILLAGE OF KEY BISCAYNE POLICE DEPARTMENT



Office of the Chief of Police
Charles R. Press

June 20, 2007

HAND DELIVERED

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

**Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007
Technology Program Grant**

The Village of Key Biscayne Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Charles R. Press
Chief of Police

152

88 West McIntyre Street • Key Biscayne, Florida 33149 • (305) 365-5555 • Fax (305) 365-8937
www.keybiscayne.fl.gov



MEDLEY POLICE DEPARTMENT

Thomas E. Hughes
Chief of Police

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007 Technology Program Grant

Dear Mr. Burgess

The Medley Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Thomas Hughes
Chief of Police

153

MEDLEY POLICE DEPARTMENT

7331 N.W. 74th Street, Medley, Florida 33166-2409 • Phone (305) 883-2047



"Dedicated To Your Safety"

**Miami Shores
Police Department**

9990 N.E. Second Avenue
Miami Shores, Florida 33138
(305) 759-2468
(305) 795-2212 Fax

Kevin Lystad
Chief of Police

June 21, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS
FY2007 Technology Program Grant

The Miami Shores Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

Kevin Lystad
Chief of Police

RECEIVED
BUREAU
RESOURCE MANAGEMENT

2007 JUN 26 AM 9:53

RECEIVED
MIAMI-DADE POLICE

154



MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

POLICE DEPARTMENT, Office of the Chief
Tel: 305 673-7925 , Fax: 305 673-7065

June 27, 2007

Mr. George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, FL. 33128

RE: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007 Technology Grant Program

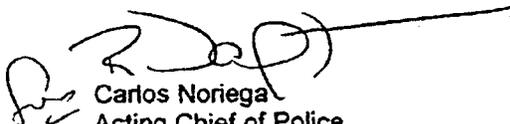
Dear Mr. Burgess:

The Miami Beach Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,


Carlos Noriega
Acting Chief of Police

55



City of Opa-Locka Police Department

2495 Ali Baba Avenue | Opa Locka, Florida 33054 | 305-953-2889 | Fax 305-953-3417

June 19, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

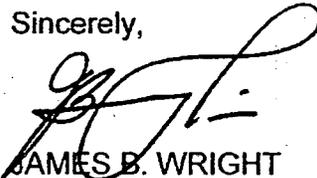
Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS
FY2007 Technology Program Grant

The City of Opa-Locka Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

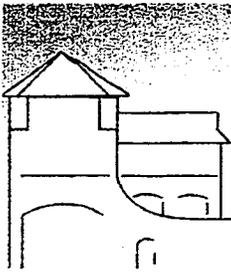
As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,


JAMES B. WRIGHT

156

James B. Wright, Chief of Police



VILLAGE OF PINECREST
DEPARTMENT OF POLICE



John R. Hohensee
Chief of Police

June 20, 2007

George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128.

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007
Technology Program Grant.

Dear Mr. Burgess:

The Pinecrest Police Department is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,

John R. Hohensee
Chief of Police



157



Office of Emergency Management
and Homeland Security
9300 NW 41st Street
Miami, Florida 33178-2414
T 305-468-5400 F 305-468-5401
miamidade.gov/oem

June 27, 2007

Mr. George M. Burgess
County Manager
Miami-Dade County
111 NW 1st Street, 29th Floor
Miami, Florida 33128

Dear Mr. Burgess:

Re: Miami-Dade/South Florida Metropolitan Statistical Area (MSA) COPS FY2007
Technology Program Grant

The Miami-Dade Department of Emergency Management & Homeland Security is pleased to be a part of the Miami-Dade/South Florida MSA COPS FY2007 Technology Program Grant. This agency fully supports the grant application being prepared by the Miami-Dade Police Department on behalf of our region and our first responders. The operating methods and technologies proposed in the proposal continue our integration with federal, state, local and tribal emergency management plans.

As a part of the Southeast Regional Domestic Security Task Force (SERDSTF) Region 7, we are working together as a region to insure our first responders and other support agencies have the maximum operational capability regardless of the situation or its location. This grant application represents the collective work of public safety agencies in this region. By improving our communication systems interoperability, we will improve a coordinated response.

As the seventh largest MSA in the nation, our agency recognizes that funding offered by this grant opportunity advances our region's efforts, allowing our interoperability plans to meet operational requirements by several years. We look forward to working together to implement this critical program.

Sincerely,



C. Douglas Bass
Director

118

I. MUTUAL AID AGREEMENTS

MUTUAL AID AGREEMENT

Between Miami-Dade County and Participating

Municipal Police Departments

Whereas, it is the responsibility of the governments of Miami-Dade County, Florida, and the participating Miami-Dade County municipalities to ensure the public safety of their citizens by providing adequate levels of police services to address any foreseeable routine or emergency situation; and

Whereas, because of the existing and continuing possibility of the occurrence of law enforcement problems and other natural and man-made conditions which are, or are likely to be, beyond the control of the services, personnel, equipment, or facilities of the Miami-Dade Police Department or the participating municipal police departments; and

Whereas, in order to ensure that preparation of these law enforcement agencies will be adequate to address any and all of these conditions, to protect the public peace and safety, and to preserve the lives and property of the people of the County of Miami-Dade and the participating Miami-Dade County municipalities; and

Whereas, Miami-Dade County and the participating Miami-Dade County municipalities have the authority under Chapter 23, Florida Statutes, Florida Mutual Aid Act, to enter into a mutual aid agreement;

NOW, THEREFORE, BE IT KNOWN that Miami-Dade County, a political subdivision of the State of Florida, and the undersigned representatives, in consideration

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for mutual promises to render valuable aid in times of necessity, do hereby agree to fully and faithfully abide by and be bound by the following terms and conditions:

1. Short title: Mutual Aid Agreement.
2. Description: Since this Mutual Aid Agreement provides for the requesting and rendering of assistance for both routine and law enforcement intensive situations, this Mutual Aid Agreement combines the elements of both a voluntary cooperation agreement and a requested operational assistance agreement, as described in Chapter 23, Florida Statutes.
3. Definitions:
 - a. Joint declaration: A document which enumerates the various conditions or situations where aid may be requested or rendered pursuant to this Agreement, as determined by concerned agency heads. Subsequent to execution by the concerned agency heads, the joint declaration shall be filed with the clerks of the respective political subdivisions and shall thereafter become part of this Agreement. Said declaration may be amended or supplemented at any time by the agency heads by filing subsequent declarations with the clerks of the respective political subdivisions.
 - b. Agency or participating law enforcement agency: Either the Miami-Dade Police Department or the participating municipal police department.

- c. Agency head: Either the Director of the Miami-Dade Police Department, or the Director's designees; and the Chief of Police of the participating municipal police department, or the Chief's designees.
- d. Participating municipal police department: The police department of any municipality in Miami-Dade County, Florida, that has approved and executed this Agreement upon the approval of the governing body of that municipality.
- e. Certified law enforcement employee: Any law enforcement employee certified as provided in Chapter 943, Florida Statutes.

4. Operations:

- a. In the event that a party to this Agreement is in need of assistance as specified in the applicable joint declaration, an authorized representative of the police department requiring assistance shall notify the agency from whom such assistance is requested. The authorized agency representative whose assistance is sought shall evaluate the situation and his available resources, and will respond in a manner deemed appropriate.
- b. Each party to this Agreement agrees to furnish necessary manpower, equipment, facilities, and other resources and to render services to the other party as required to assist the requesting party in addressing the situation which caused the request; provided, however, that no party shall be required to deplete unreasonably its own manpower, equipment, facilities, and other resources and services in rendering such assistance.

c. The agency heads of the participating law enforcement agencies, or their designees, shall establish procedures for giving control of the mission definition to the requesting agency, and for giving tactical control over accomplishing any such assigned mission and supervisory control over all personnel or equipment provided pursuant to this Agreement to the providing agency.

5. Powers, Privileges, Immunities, and Costs:

a. All employees of the participating municipal police department, including certified law enforcement employees as defined in Chapter 943, Florida Statutes, during such time that said employees are actually providing aid outside of the jurisdictional limits of the employing municipality pursuant to a request for aid made in accordance with this Agreement, shall, pursuant to the provisions of Chapter 23, Florida Statutes, have the same powers, duties, rights, privileges, and immunities as if they were performing their duties in the political subdivision in which they are normally employed.

b. The political subdivision having financial responsibility for the law enforcement agency providing services, personnel, equipment, or facilities pursuant to the provisions of this Agreement shall bear any loss or damage to same and shall pay any and all expenses incurred in the maintenance and operation of same.

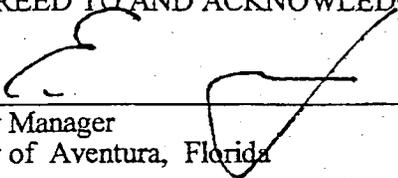
- c. The political subdivision having financial responsibility for the law enforcement agency providing aid pursuant to this Agreement shall compensate all of its employees rendering aid pursuant to this Agreement during the time of the rendering of such aid and shall defray the actual travel and maintenance expenses of such employees while they are rendering such aid. Such compensation shall include any amounts paid or due for compensation due to personal injury or death while such employees are engaged in rendering such aid. Such compensation shall also include all benefits normally due such employees.
- d. All exemption from ordinance and rules, and all pension, insurance, relief, disability, workers' compensation, salary, death, and other benefits which apply to the activity of such officers, agents, or employees of any such agency when performing their respective functions within the territorial limits of their respective agencies shall apply to them to the same degree, manner, and extent while engaged in the performance of their functions and duties extra territorially under the provisions of this Mutual Aid Agreement. The provisions of this Agreement shall apply with equal effect to paid and auxiliary employees.
6. Indemnification: The political subdivision having financial responsibility for the law enforcement agency providing aid pursuant to this Agreement agrees to hold harmless, defend, and indemnify the requesting law enforcement agency and its political subdivision in any suit, action, or claim for damages resulting from any

and all acts or conduct of employees of said providing agency while providing aid pursuant to this Agreement, subject to Chapter 768, Florida Statutes, where applicable.

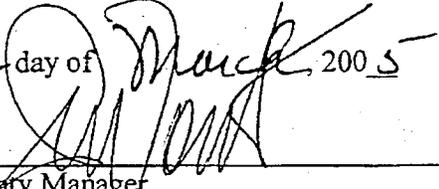
7. Forfeitures: It is recognized that during the course of the operation of this Agreement, property subject to forfeiture under the Florida Contraband Forfeiture Act, Florida Statutes, may be seized. The property shall be seized, forfeited, and equitably distributed among the participating agencies in proportion to the amount of investigation and participation performed by each agency. This shall occur pursuant to the provisions of the Florida Contraband Forfeiture Act.
8. Conflicts: Any conflicts between this Agreement and the Florida Mutual Aid Act will be controlled by the provisions of the latter, whenever conditions exist that are within the definitions stated in Chapter 23, Florida Statutes.
9. Effective Date and Duration: This Agreement shall be in effect from date of signing, through and including, January 1, 2010. Under no circumstances may this Agreement be renewed, amended, or extended except in writing.

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 22 day of March, 2005

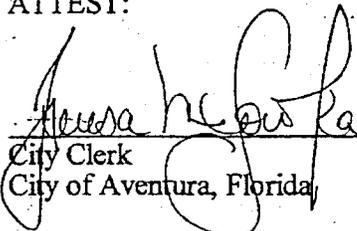


City Manager
City of Aventura, Florida



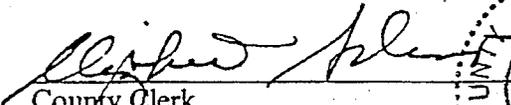
County Manager
Miami-Dade County, Florida

ATTEST:

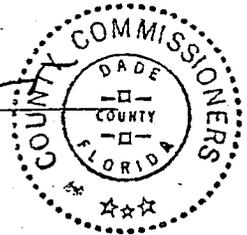


City Clerk
City of Aventura, Florida

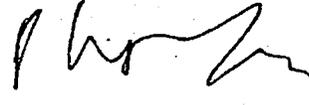
ATTEST:



County Clerk
Miami-Dade County, Florida

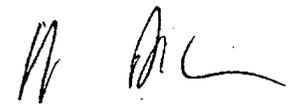


APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



City Attorney
City of Aventura, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



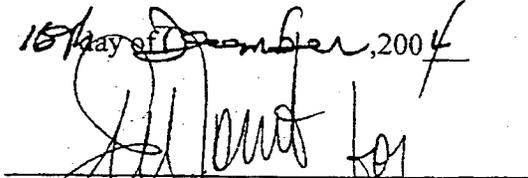
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 18th day of December, 2004



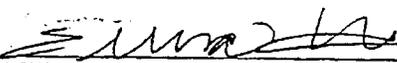
Village Manager
Village of Bal Harbour, Florida



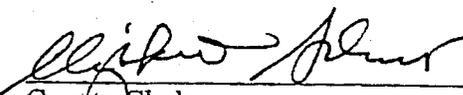
County Manager
Miami-Dade County, Florida

ATTEST:

ATTEST:



Village Clerk
Village of Bal Harbour, Florida

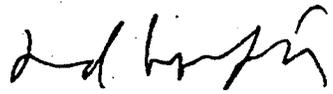


County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

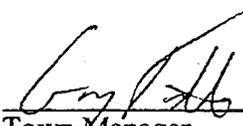


Village Attorney
Village of Bal Harbour, Florida

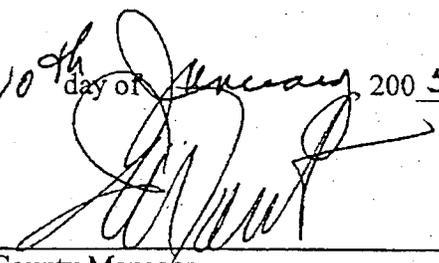
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 10th day of January, 2005



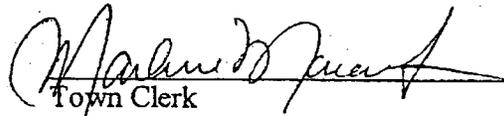
Town Manager
Town of Bay Harbor Islands, Florida



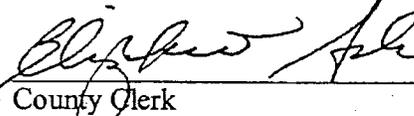
County Manager
Miami-Dade County, Florida

ATTEST:

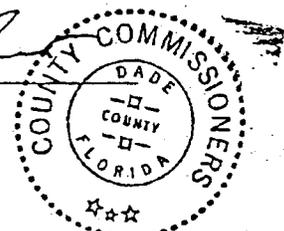
ATTEST:



Town Clerk
Town of Bay Harbor Islands, Florida



County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Town Attorney
Town of Bay Harbor Islands, Florida



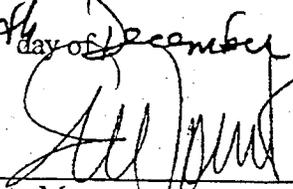
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

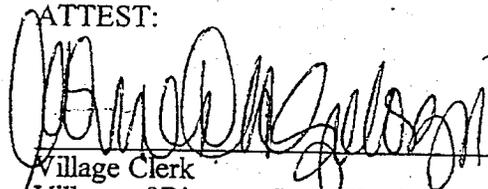
AGREED TO AND ACKNOWLEDGED this 16th day of December, 2004



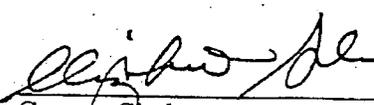
Mayor
Village of Biscayne Park, Florida



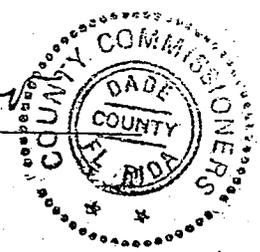
County Manager
Miami-Dade County, Florida

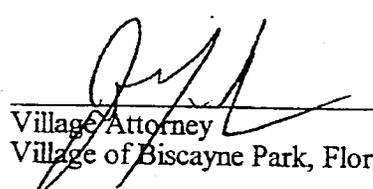
ATTEST:


Village Clerk
Village of Biscayne Park, Florida

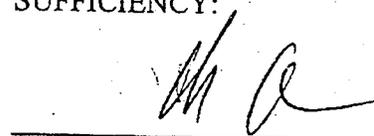
ATTEST:


County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


Village Attorney
Village of Biscayne Park, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


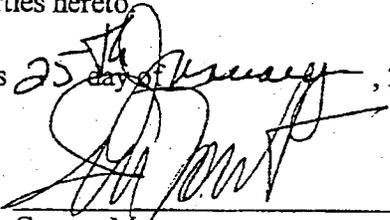
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

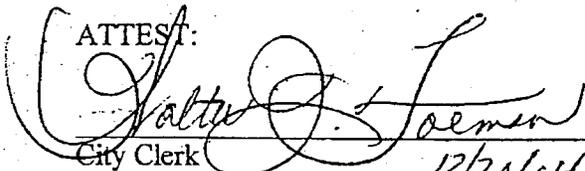
AGREED TO AND ACKNOWLEDGED this 25th day of January, 2005



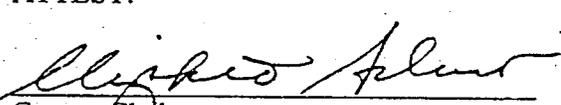
City Manager
City of Coral Gables, Florida



County Manager
Miami-Dade County, Florida

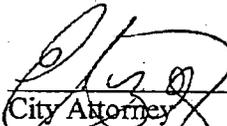
ATTEST:


City Clerk
City of Coral Gables, Florida 12/30/04

ATTEST:


County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

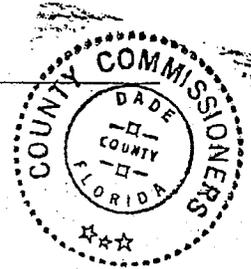


City Attorney
City of Coral Gables, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

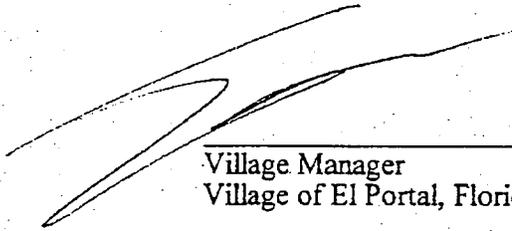


County Attorney
Miami-Dade County, Florida



10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 10 day of FEBRUARY, 2005



Village Manager
Village of El Portal, Florida



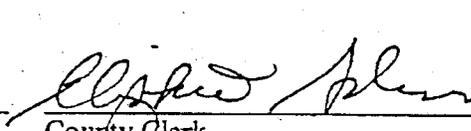
County Manager
Miami-Dade County, Florida

ATTEST:

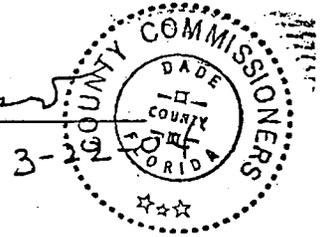


Village Clerk
Village of El Portal, Florida

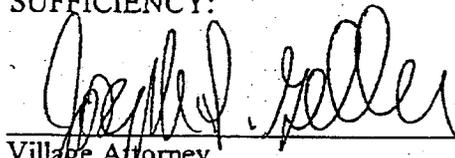
ATTEST:



County Clerk
Miami-Dade County, Florida

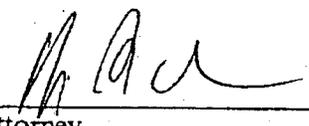


APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Village Attorney
Village of El Portal, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 15th day of January 2005

Don T. Wallace
City Mayor
City of Florida City, Florida

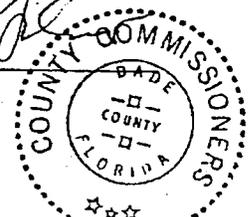
[Signature]
County Manager
Miami-Dade County, Florida

ATTEST:

ATTEST:

[Signature]
City Clerk
City of Florida City, Florida

[Signature]
County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
City Attorney
City of Florida City, Florida

[Signature]
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 28 day of Feb., 2005

Bonny Wilbanks
Town Manager
Town of Golden Beach, Florida

[Signature]
County Manager
Miami-Dade County, Florida

ATTEST:

[Signature]
Town Clerk
Town of Golden Beach, Florida

ATTEST:

[Signature]
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
Town Attorney
Town of Golden Beach, Florida

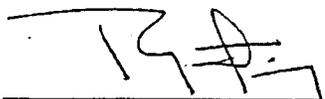
APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
County Attorney
Miami-Dade County, Florida

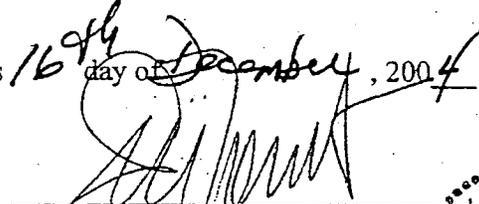


10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 16th day of December, 2004



Mayor
City of Hialeah, Florida

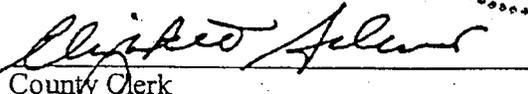


County Manager
Miami-Dade County, Florida

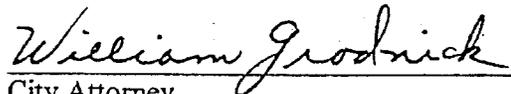


ATTEST:


City Clerk
City of Hialeah, Florida

ATTEST:


County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


City Attorney
City of Hialeah, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

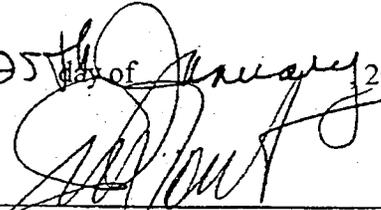

County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

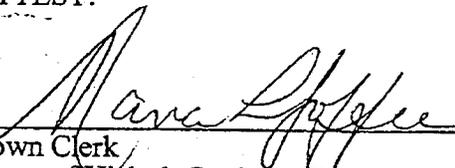
AGREED TO AND ACKNOWLEDGED this 25th day of January, 2005



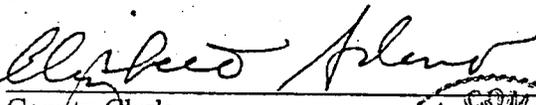
Mayor
Town of Hialeah Gardens, Florida



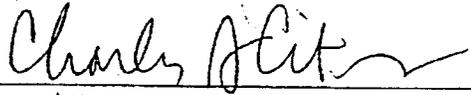
County Manager
Miami-Dade County, Florida

ATTEST:


Town Clerk
Town of Hialeah Gardens, Florida

ATTEST:


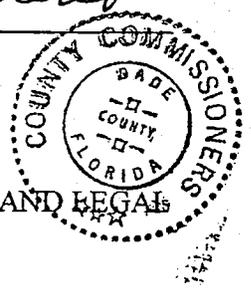
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


Town Attorney
Town of Hialeah Gardens, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


County Attorney
Miami-Dade County, Florida



10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

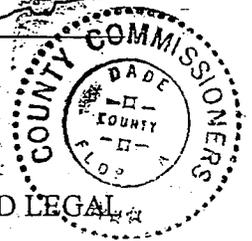
AGREED TO AND ACKNOWLEDGED this 7th day of February, 2005

Anthony K. Day, Jr.
City Manager
City of Homestead, Florida

[Signature]
County Manager
Miami-Dade County, Florida

ATTEST:
[Signature]
City Clerk
City of Homestead, Florida

ATTEST:
[Signature]
County Clerk
Miami-Dade County, Florida

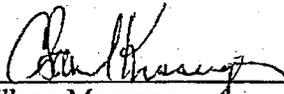


APPROVED AS TO FORM AND LEGAL SUFFICIENCY:
[Signature]
City Attorney
City of Homestead, Florida

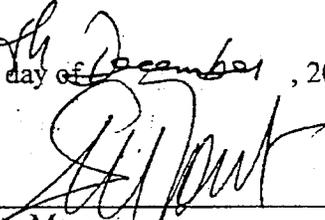
APPROVED AS TO FORM AND LEGAL SUFFICIENCY:
[Signature]
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 16th day of December, 2008

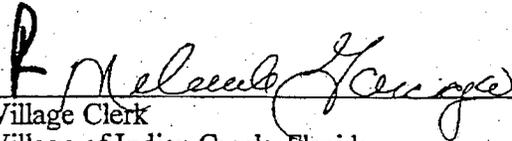


Village Manager
Village of Indian Creek, Florida



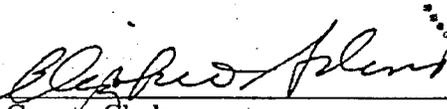
County Manager
Miami-Dade County, Florida

ATTEST:



Village Clerk
Village of Indian Creek, Florida

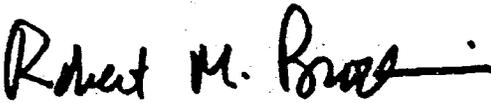
ATTEST:



County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Village Attorney
Village of Indian Creek, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



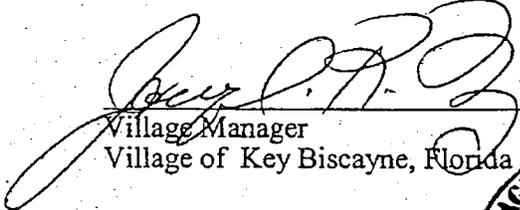
County Attorney
Miami-Dade County, Florida

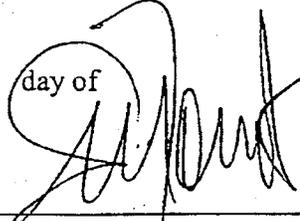
10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this

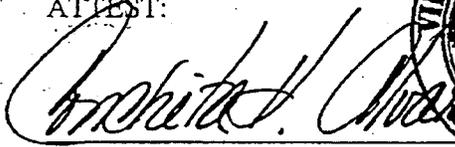
day of

, 200

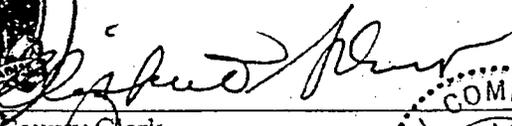

Village Manager
Village of Key Biscayne, Florida

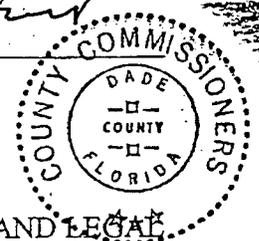
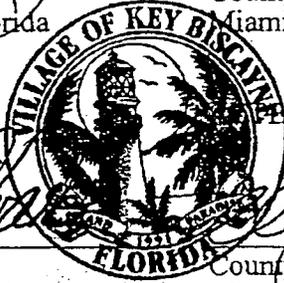

County Manager
Miami-Dade County, Florida

ATTEST:


Village Clerk
Village of Key Biscayne, Florida

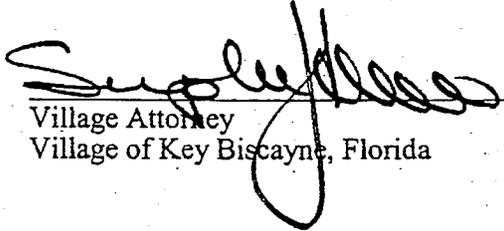
ATTEST:

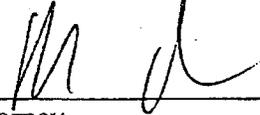

County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

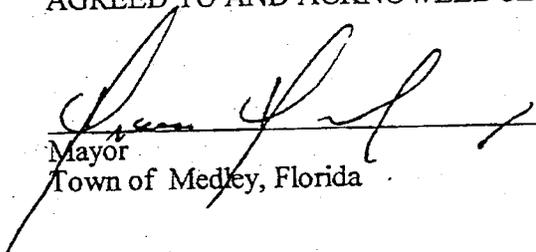

Village Attorney
Village of Key Biscayne, Florida


County Attorney
Miami-Dade County, Florida

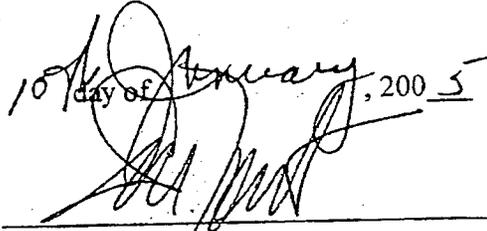
10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this

10th day of January, 2005



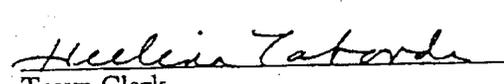
Mayor
Town of Medley, Florida



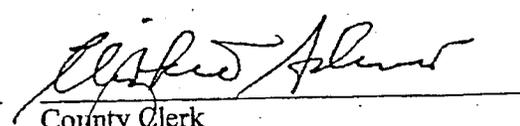
County Manager
Miami-Dade County, Florida

ATTEST:

ATTEST:



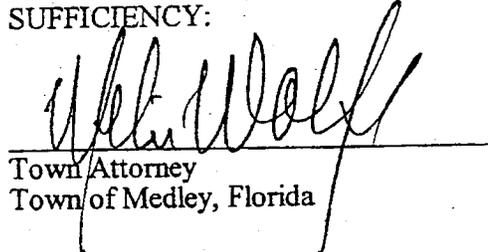
Town Clerk
Town of Medley, Florida



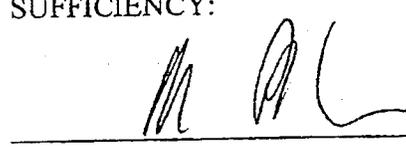
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

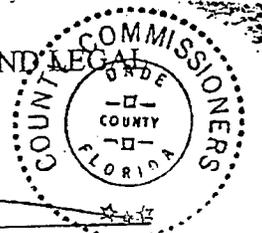
APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Town Attorney
Town of Medley, Florida

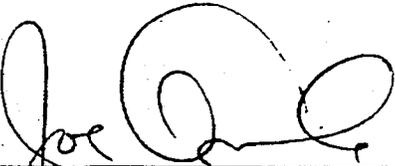


County Attorney
Miami-Dade County, Florida



10. **Cancellation:** This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 1st day of June, 2005



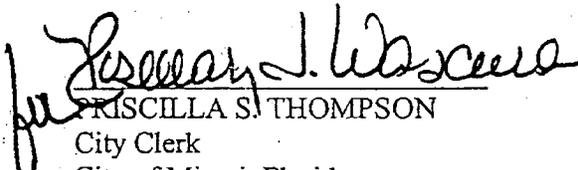
JOE ARRIOLA
City Manager
City of Miami, Florida



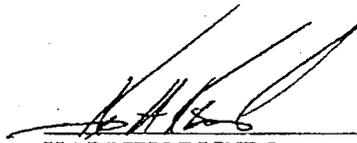
GEORGE M. BURGESS
County Manager
Miami-Dade County, Florida

ATTEST:

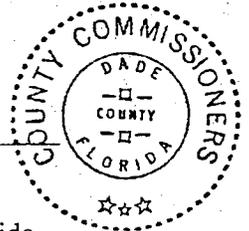
ATTEST:



PRISCILLA S. THOMPSON
City Clerk
City of Miami, Florida



HARVEY RUVIN
County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM
AND LEGAL SUFFICIENCY

APPROVED AS TO FORM
AND LEGAL SUFFICIENCY



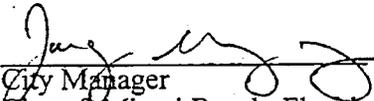
JORGE L. FERNANDEZ *GW*
City Attorney
City of Miami, Florida



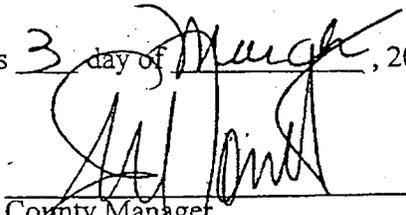
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 3 day of March, 2005

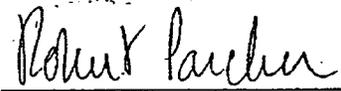


City Manager
City of Miami Beach, Florida



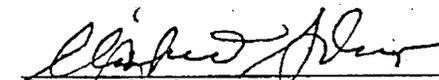
County Manager
Miami-Dade County, Florida

ATTEST:



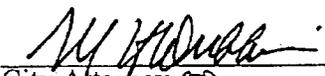
City Clerk
City of Miami Beach, Florida

ATTEST:



County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND
LANGUAGE AND FOR EXECUTION

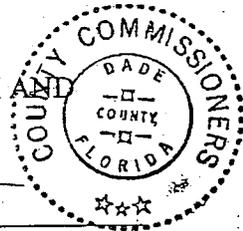


City Attorney
City of Miami Beach, Florida

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY:



County Attorney
Miami-Dade County, Florida



10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 16th day of December, 2004

T. M.
Village Manager
Miami Shores Village, Florida

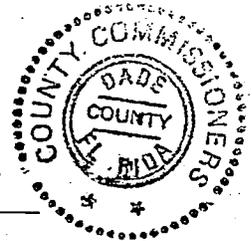
[Signature]
County Manager
Miami-Dade County, Florida

ATTEST:

Barbara A. Estep
Village Clerk
Miami Shores Village, Florida

ATTEST:

[Signature]
County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

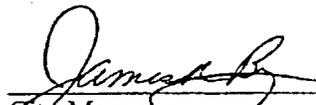
[Signature]
Village Attorney
Miami Shores Village, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

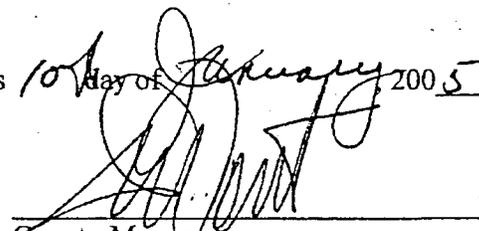
[Signature]
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

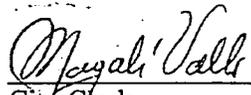
AGREED TO AND ACKNOWLEDGED this 10th day of February, 2005



City Manager
City of Miami Springs, Florida



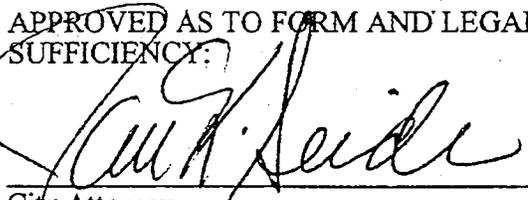
County Manager
Miami-Dade County, Florida

ATTEST:


City Clerk
City of Miami Springs, Florida

ATTEST:


County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


City Attorney
City of Miami Springs, Florida

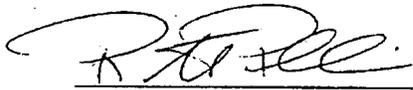
APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


County Attorney
Miami-Dade County, Florida

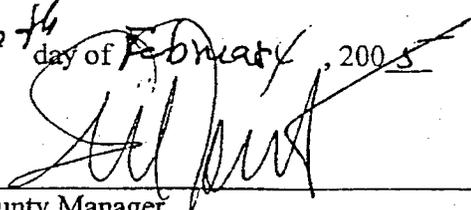


10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

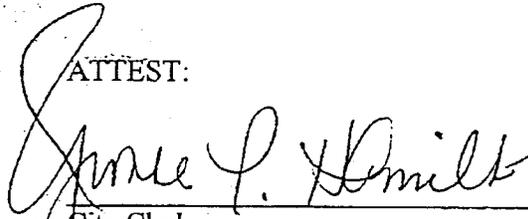
AGREED TO AND ACKNOWLEDGED this 7th day of February, 2005



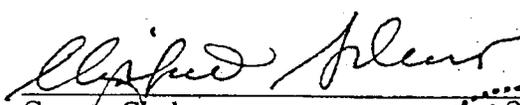
City Manager
City of North Bay Village, Florida



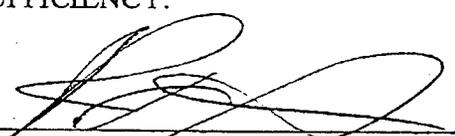
County Manager
Miami-Dade County, Florida

ATTEST:


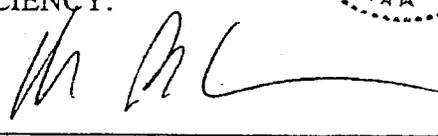
City Clerk
City of North Bay Village, Florida

ATTEST:


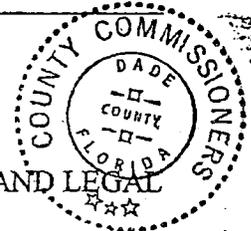
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


City Attorney
City of North Bay Village, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


County Attorney
Miami-Dade County, Florida



10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this

27th day of February, 2005

Clarence Patterson

City Manager
City of North Miami, Florida

[Signature]

County Manager
Miami-Dade County, Florida

ATTEST:

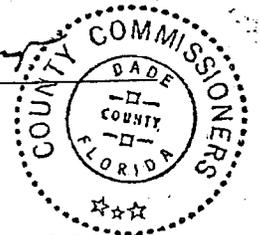
Jacquie Vieira

City Clerk
City of North Miami, Florida

ATTEST:

[Signature]

County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM:

[Signature] 1/5/05

Interim City Attorney
City of North Miami, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]

County Attorney
Miami-Dade County, Florida

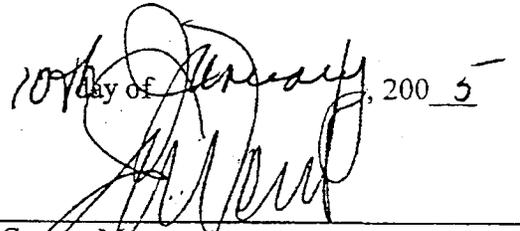
185

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 10th day of January, 2005

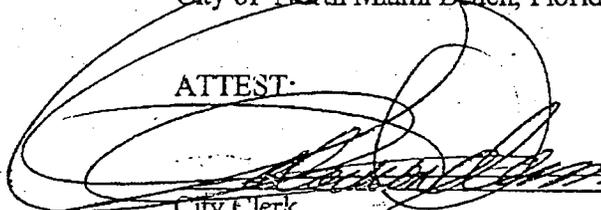


City Manager
City of North Miami Beach, Florida



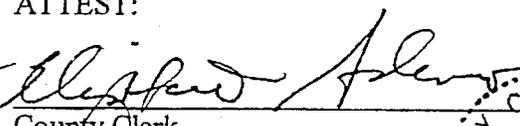
County Manager
Miami-Dade County, Florida

ATTEST:

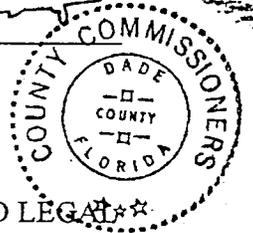


City Clerk
City of North Miami Beach, Florida

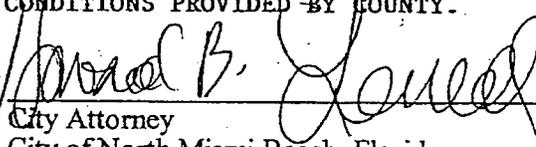
ATTEST:



County Clerk
Miami-Dade County, Florida

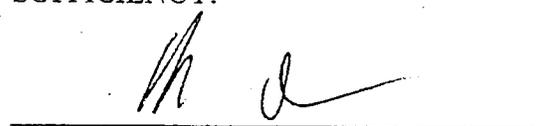


APPROVED AS TO FORM AND LEGAL SUFFICIENCY ONLY. TERMS AND CONDITIONS PROVIDED BY COUNTY.



City Attorney
City of North Miami Beach, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 25th day of January, 2005

Janni R. Beverly
City Manager
City of Opa-locka, Florida

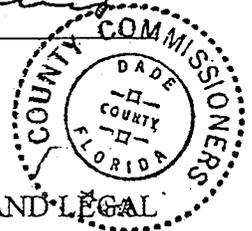
[Signature]
County Manager
Miami-Dade County, Florida

ATTEST:

[Signature]
City Clerk
City of Opa-locka, Florida

ATTEST:

[Signature]
County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

A. Zuma Jones, III
City Attorney
City of Opa-locka, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

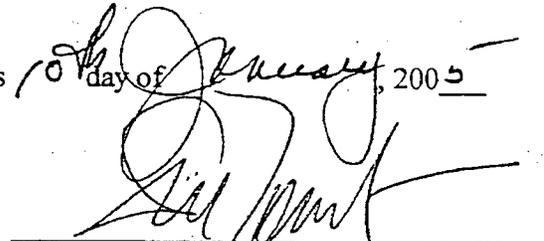
[Signature]
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 10th day of January, 2005



Village Manager
Village of Pinecrest, Florida



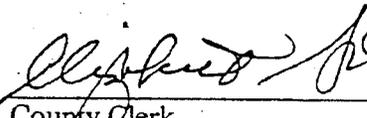
County Manager
Miami-Dade County, Florida

ATTEST:



Village Clerk
Village of Pinecrest, Florida

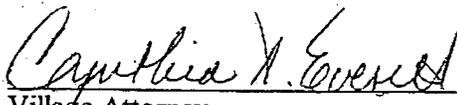
ATTEST:



County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Village Attorney
Village of Pinecrest, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 15th day of February, 2005

María Davis
City Manager
City of South Miami, Florida

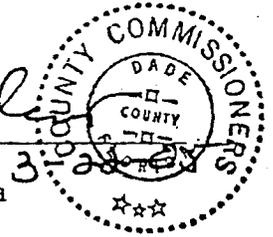
[Signature]
County Manager
Miami-Dade County, Florida

ATTEST:

[Signature]
City Clerk
City of South Miami, Florida

ATTEST:

[Signature]
County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
City Attorney
City of South Miami, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 09 day of Dec 2004

Norman S. Edelcup City Manager Mayor
Sunny Isles Beach, Florida

[Signature] County Manager
Miami-Dade County, Florida

ATTEST:

Priscilla A. Walker for
City Clerk
Sunny Isles Beach, Florida

ATTEST:

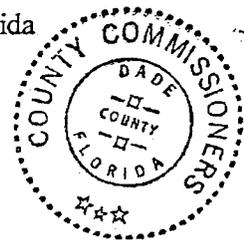
[Signature]
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
City Attorney
Sunny Isles Beach, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

[Signature]
County Attorney
Miami-Dade County, Florida



10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 14 day of December, 2004



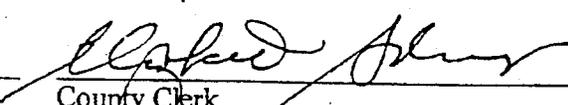
Town Manager
Town of Surfside, Florida



County Manager
Miami-Dade County, Florida

ATTEST:


Town Clerk
Town of Surfside, Florida

ATTEST:


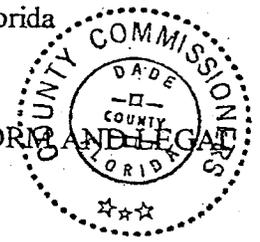
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


Town Attorney
Town of Surfside, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


County Attorney
Miami-Dade County, Florida

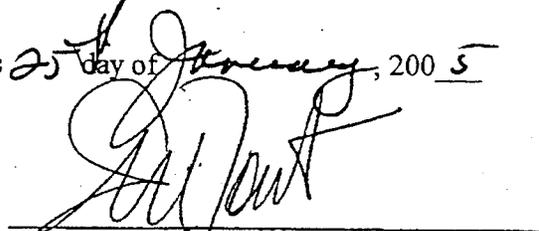


10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 25 day of January, 2005



Mayor
City of Sweetwater, Florida



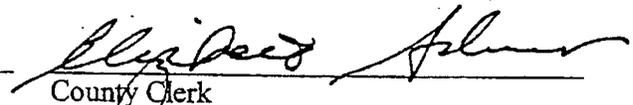
County Manager
Miami-Dade County, Florida

ATTEST:



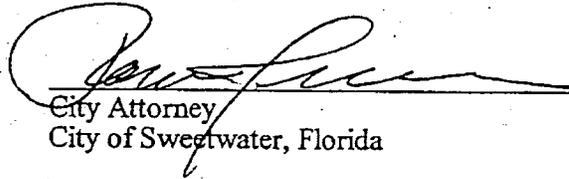
City Clerk
City of Sweetwater, Florida

ATTEST:



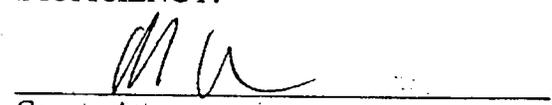
County Clerk
Miami-Dade County, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

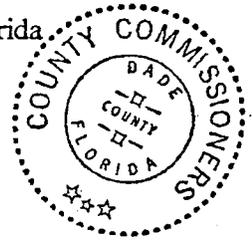


City Attorney
City of Sweetwater, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

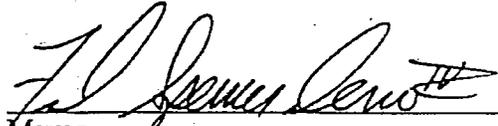


County Attorney
Miami-Dade County, Florida

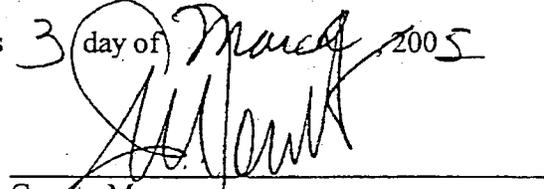


10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

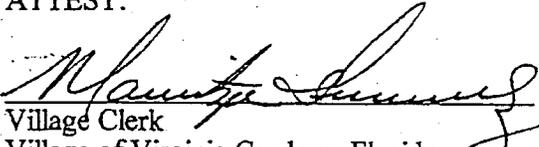
AGREED TO AND ACKNOWLEDGED this 3 day of March, 2005



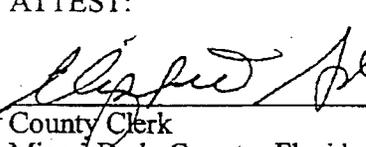
Mayor
Village of Virginia Gardens, Florida



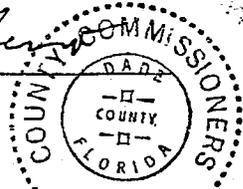
County Manager
Miami-Dade County, Florida

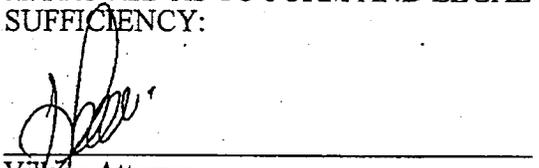
ATTEST:


Village Clerk
Village of Virginia Gardens, Florida

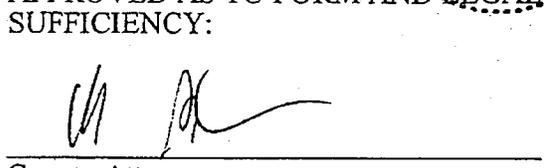
ATTEST:


County Clerk
Miami-Dade County, Florida



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


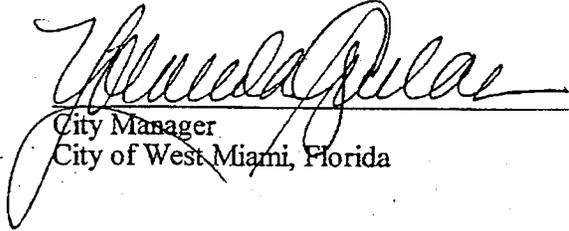
Village Attorney
Village of Virginia Gardens, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


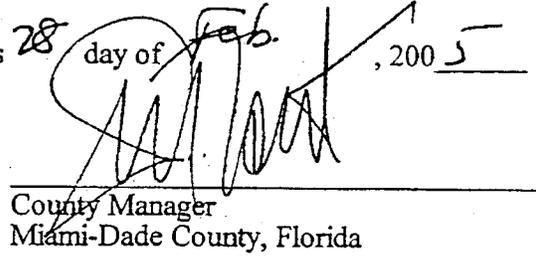
County Attorney
Miami-Dade County, Florida

10. Cancellation: This Agreement may be cancelled by either party upon sixty (60) days written notice to the other party. Cancellation will be at the discretion of the chief executive officers of the parties hereto.

AGREED TO AND ACKNOWLEDGED this 28 day of Feb, 2005

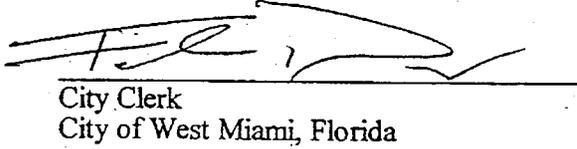


City Manager
City of West Miami, Florida



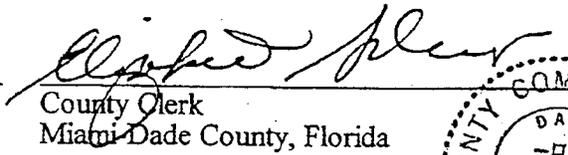
County Manager
Miami-Dade County, Florida

ATTEST:

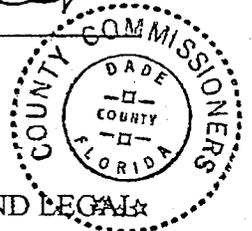


City Clerk
City of West Miami, Florida

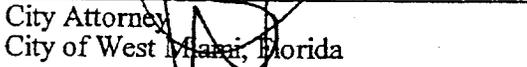
ATTEST:



County Clerk
Miami-Dade County, Florida

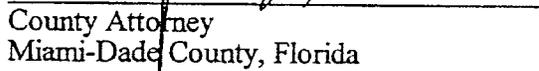


APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



City Attorney
City of West Miami, Florida

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

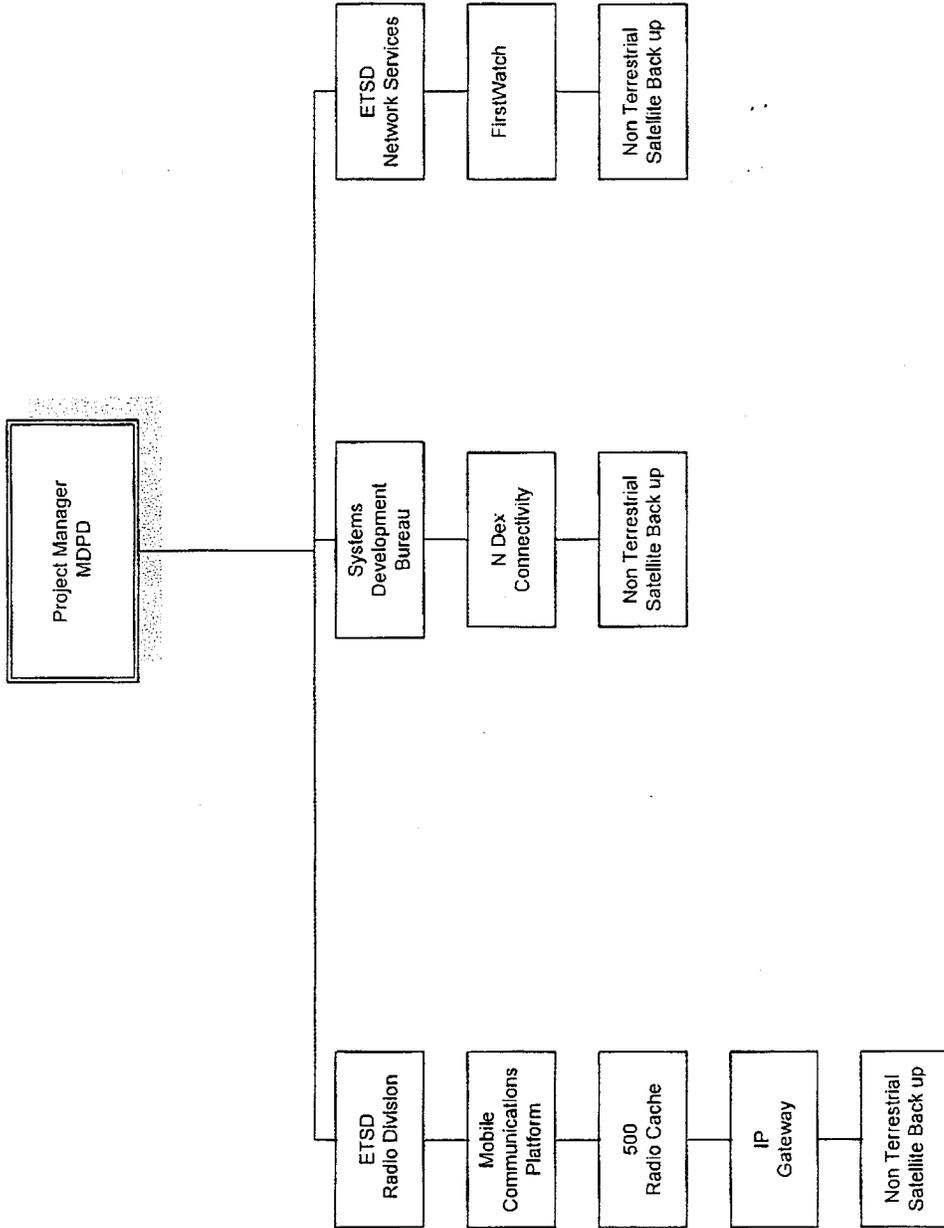


County Attorney
Miami-Dade County, Florida

J. ORGANIZATIONAL CHART FOR PROJECT IMPLEMENTATION

195

Voice and Data Communication Interoperability for
The Miami-Dade County Area



K. PROJECT TEAM RESUMES



Robert Parker
Director
Miami-Dade Police Department



On April 1, 2004, Robert Parker was appointed Director of the Miami-Dade Police Department. He has been employed with the Department for 29 distinguished years.

Director Parker joined the Miami-Dade Police Department in 1976, and was promoted through all the civil service ranks. He has diverse experience in police management and operations, to include past assignments as a Division Chief of the North Operations Division and the Special Investigations Division, Major in charge of a district command, Police Bureau Commander in charge of the Economic Crimes and Strategic Investigations Bureaus. He has also worked in a variety of other investigative and uniformed police assignments as a Lieutenant, Master Sergeant, Sergeant, Corporal and Officer.

In February 2002, he was appointed Assistant Director, Police Services. In that capacity, he was responsible for the operations of three divisions and two bureaus, to include nine uniform district stations, Uniform Services Division, Intergovernmental and Police Administrative Bureaus.

He holds a Bachelor's Degree in Criminal Justice from Barry University and a Master's Degree from Nova Southeastern University. Additionally, Director Parker has honorably served in the United States Army. He is a 1997 graduate of the FBI National Academy at Quantico, Virginia.

His professional affiliations include the Phi Beta Sigma Fraternity, International Association Chiefs of Police (IACP), FBI National Executive Institute, FBI National Academy, National Organization of Black Law Enforcement Executives, Florida Chiefs of Police Association, Dade County Association of Chiefs of Police, 5000 Role Models and the Spirit of Christ Ministries, Inc., Member of the 200 Club (Miami). Currently, he co-chairs the Southeast Regional Domestic Security Task Force (SERDSF). Moreover, he has received many commendations and awards for his service and dedication to our community and the Miami-Dade Police Department.



Miami-Dade Fire Rescue Department Director Chief Herminio Lorenzo

Chief Herminio Lorenzo oversees the seventh largest fire-rescue department in the United States, with an annual budget of more than \$335 million. Miami-Dade Fire Rescue is staffed by more than 2300 employees, nearly 1900 of whom are uniformed firefighters. The men and women of Miami-Dade Fire Rescue serve more than 2 million residents, businesses and visitors 24 hours a day, seven days a week, 365 days a year. Miami-Dade Fire Rescue is also responsible for the Office of Emergency Management and Ocean Rescue Bureau.

Chief Lorenzo is a 33-year South Florida fire-rescue veteran. He established his career as a firefighter and moved through the ranks to Fire Chief at the City of Hialeah. Most recently, he served as Executive Director of the Fire Rescue and Emergency Services Department in Broward County. He also served as Director of the Fire Rescue and Beach Safety Department Director for the City of Hollywood. In addition, he has worked as the equivalent of an Assistant County Manager for Broward County, where he oversaw six major county departments.

Chief Lorenzo has been recognized for excellence in fire-rescue service administration. As a fire-rescue professional, Chief Lorenzo has extensive management experience in the area of coordinated service delivery among municipal partners in light of annexation and incorporations.

Throughout his career, Chief Lorenzo has been affiliated with numerous professional organizations such as the Board of Directors for the Dade County Chief Fire Officers Association, Florida Fire Chiefs' Association, International Association of Fire Chiefs and National Fire Protection Association.

Chief Lorenzo is a longtime Miami-Dade County resident. He graduated from Miami-Dade Community College, earned a Bachelor of Arts degree from Barry University, and earned a Master of Science in Management from St. Thomas of Villanova University. He served honorably in the U.S. Army as a paratrooper with the 82nd Airborne Division.



DONALD M. FLEMING, PH.D.
Chief Information Officer
Miami-Dade County



Dr. Don Fleming is Miami Dade County's Chief Information Officer (CIO) and Director of the Enterprise Technology Services Department (ETSD). Dr. Fleming joined the County in September 2005 as ETSD's Director and was charged with leading Miami-Dade County's computer network infrastructure and enterprise applications. In May 2006, he was appointed CIO. In this role he is charged with implementing enterprise IT strategies that will be the foundation for improving service and efficiency of operations countywide including working with the county departments to provide a computing environment that is unified, secure, efficient, and reliable.

Dr. Fleming has led the information technology function of several global Fortune 100 corporations and brings over 20 years of leadership experience to Miami-Dade County. He has developed and implemented enterprise-wide shared service strategies, data center consolidations, leading edge computing and networking infrastructures, and cyber security programs. In August 2003, he was appointed to his first government service role as the Chief Information Officer for the State of Oregon. He had overall responsibility for business continuity planning, data center consolidation, development and implementation of an e-government program, and a major upgrade to their cyber security program. As CIO for the State of Oregon, Dr. Fleming oversaw a staff of over 300 and a division biennial budget exceeding \$132 million.

Dr. Fleming has a Doctorate and Masters of Science in Nuclear Physics from the University of Massachusetts. He also holds a Bachelors degree in Astronomy - Physics from Yale University.

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JOHN F. TIMONEY
CHIEF OF POLICE
CITY OF MIAMI POLICE DEPARTMENT

BIOGRAPHY

John Timoney was appointed Chief of Police of the Miami Police Department on January 2, 2003, after serving one year as Chief Executive Officer of an international private investigation and security company in New York City. Prior to that, he served four years as the Police Commissioner of the Philadelphia Police Department, where he commanded a diverse police force of approximately 7,000 officers and over 900 civilian employees in the fifth largest metropolitan city in the United States.

During Chief Timoney's first year as Miami Police Chief, he was able to strengthen the Department's sense of integrity, revised procedures for greater accountability, implemented one of the most progressive policies in the country on the use of deadly force by police officers, and reduced the number of police shootings of civilians. It is noteworthy to mention that during 2003, not a single shot was fired at a civilian by a member of the MPD. Additionally, Chief Timoney successfully spearheaded policing efforts for the controversial Free Trade Area of the Americas (FTAA), ministerial meetings which involved hundreds of violent anarchists who engaged in unlawful protests on Miami's streets in order to show their opposition to the summit's mission.

He has a wealth of experience in policing, and an extensive educational background in law enforcement managerial initiatives, which he spearheaded in the New York City Police Department. His talent, knowledge and experience revitalized the Philadelphia Police Department through innovative changes that bolstered professionalism, employee morale, productivity and the relationship with the citizens of Philadelphia.

Chief Timoney's distinguished law enforcement career began in 1967 when he joined the ranks of the New York City Police Department. As a rookie police officer, he was assigned to the 44th Precinct the South Bronx, and later as a narcotic investigator to the Narcotics Division. He served in a variety of other assignments within the New York City Police Department, including various precincts, the Organized Crime Control Bureau, Chief of Department's Office, Patrol Section, and the Office of Management, Analysis and Planning.

He is the recipient of over 65 Department Medals, including the prestigious Medal of Valor. John Timoney rapidly rose through the ranks of the New York Police Department, beginning with a promotion to the rank of Sergeant in 1980. His career progressed with a promotion to Lieutenant in 1983, Captain in 1985, Deputy Inspector in 1988, Inspector in

1990, Deputy Chief in 1992 and Chief of Department in 1994. He was the youngest person in New York City history to hold the "four star" position of Chief of Department.

Recognized for his leadership and operational expertise, Chief Timoney was appointed First Deputy Commissioner on January 13, 1995, the second highest rank in the New York City Police Department. As First Deputy Commissioner of the New York Police Department, his hallmark accomplishment was the reorganization of the Department including the merger of the New York Police Department with the Transit & Housing Police Departments resulting in a unified City Police Department of 39,000 officers and 9,000 civilian employees.

John Timoney holds two Master's degrees. He is a very vocal proponent for greater formal education of police officers and democratic policing throughout the world, and is considered among the nation's highest authorities on terrorism. To this end, he founded the International Institute for Democratic Policing. Furthermore, he has been personally requested by high-ranking government officials to make a security needs assessment in Haiti, as well as to evaluate detainee facilities in Guantanamo Bay, Cuba.

Chief Timoney is President of the Police Executive Research Forum and serves on the boards of the Penn Institute for Urban Research, Philadelphia University, and Cedars Medical Center. He is also Co-Chairman of the FBI's South Florida Joint Terrorism Task Force.

John F. Timoney
Chief of Police
Miami Police Department
400 N.W. 2nd Avenue
Miami, FL 33128

(305) 603-6100

06-07

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**LIEUTENANT GEORGE PERERA, JR.
COMMUNICATIONS BUREAU
MIAMI DADE POLICE DEPARTMENT**

EDUCATION:

Master of Science in Administration with a specialization in Emergency Planning and Administration. Lynn University, August 2005. Graduated Magna Cum Laude (3.9 GPA)

Graduate Certificate in Emergency Planning and Administration, Lynn University, 2005

Bachelor of Science in Construction Management, Florida International University, College of Engineering and Design. Graduated Cum Laude, 1998 (3.7 GPA)

Associate of Arts, Miami-Dade Community College, Criminal Justice, 1991

Emergency Number Practitioner (ENP). Certification in professional 9-1-1 center management issued by the National Emergency Number Association (NENA)

EXPERIENCE:

LIEUTENANT: July 2003 – Present.

Communications Bureau: Coordinate all technical aspects of the 9-1-1 Center, including emergency 9-1-1 phone call routing among various agencies, Department wide communications, and when necessary, county-wide radio matters. Coordinate with Federal, State and local agencies for the establishment of interoperable communications. Special communications projects include:

- Organization of American States (OAS), 2005. Surveyed MDPD communications needs and integrated MDPD's communication system with U.S. State Department Diplomatic Security Section, FBI, ATF, FDLE, FL. Marine Patrol, City of Miami Police Department, Broward Sheriff's Office, City of Fort Lauderdale Police Department and Palm Beach County Police Department to facilitate interoperable communications during the OAS summit
- Instructed break-out session on interoperable communications strategies at International Association of Chiefs of Police (IACP) Law Enforcement Information Management Section conference, May 2005
- MIA Interoperability Pilot Project, 2004. Worked in conjunction with Unisys, Cisco and TSA in a public/private partnership to create a means by which existing radio technology could be bridged into a universal internet protocol to enable compatibility of incompatible radio systems. Participation in pilot project resulted in MDPD receiving the 2004 IACP Leadership in Technology Award
- Presidential Debate, 2004. Surveyed communications needs for the debate, drafted communications strategy and coordinated with the FBI, Secret Service, ATF, FDLE, City of Coral Gables Police Department, City of Miami Police Department, and Miami Beach Police Department to establish an interoperable communications system for use by law enforcement participants during the Presidential Debate

- Georgia Association of Public Safety Communications Officials, March, 2004. Invited as special guest speaker at annual conference to discuss interoperable communication strategies for upcoming Georgia G8 Summit
- Free Trade Area of the Americas (FTAA), 2003. Conducted survey of communications requirements for MDPD's needs, prepared communications plan and coordinated with FBI, Secret Service, ATF, FCC, Coast Guard, FDLE, FL. Marine Patrol, Broward Sheriff's Office, City of Miami Police Department, and various municipal police agencies to establish interoperable communications among the law enforcement participants for the FTAA summit
- Department of Homeland Security, Tactical Interoperable Communications Plan (TIC). Prepared MDPD's portion of the plan as it relates to the region for interoperable communications. Also served as a trusted agent and evaluator for exercise of the plan
- MDPD Special Operations Communications. Coordinated with Special Response Team (SRT) to provide a rapid response vehicle suitable for response to SRT call outs; provides on-scene communications support for SRT personnel and negotiators
- Continuity of Operations Plan. Prepared plan for county-wide use to ensure continuity of 9-1-1 services in the event of a disaster or major disruption of services
- 9-1-1 Telephone System Upgrade. Departmental project manager for implementation of the new \$2.1 million 9-1-1 telephone system

SERGEANT: 2000 - 2003

Communications Bureau Shift Commander: 2001 – 2003. Shift coordination and management of dispatch and 9-1-1 call center

Intracoastal District, 2000 – 2001. Field Training Sergeant and chosen to create and supervise a squad targeting COMPSTAT and other hot spot areas within the District

OFFICER:

Northside District, 1998 – 2000, Acting Squad Sergeant, Uniform Patrol
Criminal Investigation Division, Robbery Bureau, 1993 – 1998, Detective, Acting Squad Sergeant. Investigated armed and strong-armed robberies. Participated in task forces with DEA, FBI, ATF, US Customs, Secret Service, FDLE, State Attorney's Office, and US Attorney's Office

General Investigations, Kendall District, 1990 – 1993, Detective, Acting Squad Sergeant, General Investigation Unit. Detached to Multi-Agency Hurricane Andrew Task Force for contractor fraud. Assisted in the development of contractor fraud unit in conjunction with State, Federal and local agencies

Cutler Ridge District, 1988 – 1990, Uniform Patrol

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COMMITTEES, ORGANIZATIONS AND PUBLICATIONS:

International Association of Chiefs of Police (IACP) and Major Cities Chiefs' (MCC) Conference, Communications Conference Committee, Chairman, 2005

Regional Domestic Security Task Force for Homeland Security, Interoperable Communications Committee, Member

SAFECOM, U.S. Department of Justice Interoperable Communications Committee Member

International Association of Chiefs of Police, Communications and Technology Committee, Member

National Emergency Number Association (NENA), Voice Over Internet Protocol (VOIP) Subcommittee, Member

Department of Justice, National Institute of Justice CommTech Program, Technical Working Group, Member

Department of Homeland Security, Tactical Interoperable Communications Plan working group, Member

Department of Justice, National Institute of Justice, Technology Grant Evaluator

Department of Homeland Security, NIMS Integration Center, ICS Working Group to develop standards for Communications Unit Leader position within the ICS structure, Member

The InterAgency Board (IAB), the Interoperable Communications and Information Systems Subgroup, Member

Boy Scouts of America, Pack 69, assistant leader, Webelos 1

PUBLISHED ARTICLES:

The Schedule Shuffle, 9/2005

Records Management Systems, 1/2007

AWARDS AND COMMENDATIONS:

Employee Excellence Award, 2006. Recognition for Chairing the Communications Committee for the International Association of Chiefs of Police (IACP) and Major Cities Chiefs' (MCC) Conference.

Employee Excellence Award, 2005. Recognition of self-initiated audit of Department wide telephone billing and discovery of Department being over billed for approximately 1955 phone lines, resulted in annual savings of \$550,000.

County Employee of the Year 2005, Honorable Mention. Recognition for innovation in communications and overall performance.

International Association of Chiefs of Police, Leadership in Technology Award winner 2004, for excellence in law enforcement communications and interoperability.

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Eric Santiesteban Memorial Award Victim Service Professional of the Year, Honorable Mention, 1995. Miami-Dade County, Office of the County Manager, Office of Victim Services, National Victim Rights Week 1995, recognition for victim assistance and investigative work in Hurricane Andrew Contractor Fraud Task Force.

Employee Excellence Award, 1990. Recognition for investigative work while assigned to Kendall District GIU.

Various Departmental and U.S. Army Commendations.

PROFESSIONAL ASSOCIATIONS:

International Association of Chiefs of Police

Police Benevolent Association

Hispanic Police Officers' Association

National Emergency Number Association

Association of Public-Safety Communications Officials

Rho Epsilon Mu, National Emergency Management Honor Society

National Eagle Scout Association

FELIX A. PEREZ
Director, Radio Communications
Miami-Dade County

PROFESSIONAL EXPERIENCE

MIAMI-DADE COUNTY GOVERNMENT – ENTERPRISE TECHNOLOGY SERVICES

- **DIRECTOR OF RADIO COMMUNICATIONS 2004 – Present**
Presently responsible for the County's 800 MHz radio network system serving more than 25,000 users and providing emergency lighting and equipment to a fleet of more than 9,000 vehicles. This mission-critical communications infrastructure is recognized as one of the largest self-managed public safety infrastructures in the nation. Responsibilities include technical support, engineering, systems management and support
- **DIRECTOR OF TELECOMMUNICATIONS 1988 - 2004**
Executive position with P&L responsibility spearheading development and management of all internal functions including Engineering, Field Operations, Customer Service, Inventory Management and Facilities Management for Miami-Dade County's Public Safety wireless network. Responsibility includes Infrastructure support for more than 25,000 handheld and mobile radio devices and installation of light bars and sirens on County police vehicles.

EDUCATIONAL BACKGROUND

Bachelor of Information Management Systems, St. Thomas University, Miami, Florida - 1983

Professional Development: Numerous Professional courses in management, technology, and resource management

SIGNIFICANT ACHIEVEMENTS:

- Earned reputation as a strong leader able to motivate others to meet aggressive deadlines while creating new, innovative technologies and applications.
- Authored and developed County's first Radio Interoperability communications strategy
- Implemented county-wide Voice over IP (VOIP) telephony solution strategy aimed at reducing recurring costs and increasing county efficiency.
- Executive committee member of the Dial-A-Life program intended to improve the safety of the elderly, the disabled, domestic violence victims and the less fortunate in Miami-Dade County by enabling them to Dial-A-Life
- Personal Computer and Terminal repair function reducing over \$1 million in expenses first year implementation.
- Negotiated a Payphone contract that will yield over \$10 million a year in revenues.
- Established a Telephone System Maintenance program, which reduced outages and increased system life cycle by 3 years.
- Reduced Cellular Telephone expenditures by 40% over a 3-year period.
- Executive committee member of the 1996 Summit Of The Americas event responsible for deploying IT technology and systems to manage the event and coordinate communications between local, state, and federal agencies.

CINDY M. BERNAL
RADIO SYSTEMS MANAGER
MIAMI-DADE COUNTY, ENTERPRISE TECHNOLOGY SERVICES

PROFESSIONAL EXPERIENCE

MIAMI-DADE COUNTY - ETSD

July 2001 -Present

Radio Communication Services Division

Radio Systems Manager

Responsible for activities associated with the management, maintenance, repair, and uninterrupted operation of telecommunication Radio systems that are essential to the safety and welfare of the citizens and employees as well as a variety of stationary and mobile electronic systems. Included in the responsibilities is the management of the 800 MHz trunked radio and associated computer control systems (Enhanced Digital Access Control System (EDACS)), this includes load balance analysis, maintenance and issuance of FCC licenses, control of unit assignments, group structures, user account maintenance and research related to unauthorized usage. The 800 MHz Radio system has over 27,000 radio users, and generates over 8 millions transmissions monthly. Responsibilities include coordinating activities, projects, and exercises with Federal, State, Municipal, Tribal, and Local Government agencies, manufacturing representatives, and projects related to telecommunication systems installation and modifications. Make complex technical decisions daily. Manage a group of supervisory, professional, technical, and clerical staff whose work is reviewed for professional quality and compliance with professional standards. Review work for conformity with departmental policies, practices, and regulations for attainment of objectives. Responsible for keeping abreast of developments in the rapidly changing field of telecommunications systems to assist upper management in strategic decision support for new technology implementations. Standardized Awareness authorized Trainer for the US Homeland Security Department on National Weapons of Mass Destruction. Some regional related tasks are: Communication Committee co-chair for the State of Florida Regional Domestic Security Task Force, responsible to assist with the creation of multiple communication plans for multi-agency events (Super Bowls, WMD, FTAA, Parades, National Sport events, etc) and exercises, to include the generation of after-action reports, assist with the development of the Regional Tactical Interoperability Communications Plan for the quad-county area. Elected and Serving as Vice-President on the International M/A-COM Wireless User's Group.

Jan 8, 2001 -

MIAMI-DADE COUNTY - ITD

July 20, 2001

Radio Communication Services Division

Technical Support Analyst

Manipulate and manage raw data downloaded from the VAX System Manager for reporting radio system performance and maintenance. Create, modify, and customize Programming radio profiles for the 800 MHz Radios. Analyze and troubleshoot radio system performances, application systems, and hardware systems. Manage and coordinate projects with all radio users county and non-county departments regarding radio communication services. Troubleshoot problems in regards to the 800 MHz radio performances, in addition to programming and modifying

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profiles to resolve radio conflicts. Produce and design stand alone database programs. Conduct individual and group 800 MHz Radio training and Software training classes.

MIS RESOURCES INTERNATIONAL, INC.

Client: **MIAMI-DADE COUNTY - ITD**

March 11, 1999 -Jan 5, 2001

Senior Analyst

Create, modify, and customize Programming profiles for the 800 MHz Radios. Analyze and troubleshoot system performances, application systems, and hardware systems. Maintain and coordinate FCC Licenses for the 800 MHz Radio frequencies. Create, modify, and customize Auto CAD Drawings on the radio infrastructure. Produce and design stand alone database programs. Conduct individual and group 800 MHz Radio training and Software training classes. Support the maintenance of the Motorola M30 UniPage and ASC 1500 County Paging System. Manipulate raw data downloaded from the System for reporting. Manage and coordinate projects with all county departments regarding radio communication services. Troubleshoot problems in regards to the radio performances, in addition to programming and modifying profiles to resolve radio conflicts.

C & B CONSULTANTS, INC.

Client: **ERICSSON**

August 26, 1996 - March 10, 1999

CIO/Senior Analyst

Worked on the Miami-Dade 800 MHz Radio System project. Managed projects and supervised employees. Planned, Developed, and Programmed customized software applications. Managed data from the 800 MHz radio system to ensure the radio system's integrity, verify the system was performing above its requirements, and determine problems and possible solutions for the system performance. Used EDACS and radio communication terminology to develop, program, and maintain database applications for monitoring the radio infrastructure system, inventory of the radios, and analyzing the performance of the radio system and the individual radios. Once the applications were completed, created documentation, and met with county employees to train them on the usage of the applications. Consulted with county employees daily to ensure that all applications were functioning properly. Helped modify and create Auto CAD drawings of radio equipment and radio infrastructure site locations. Troubleshoot problems with the 800 MHz radio system when needed. Coordinate and conduct tests for the coverage of the 800 MHz radio system. Visit customer sites and reprogram radios as necessary. Supported Ericsson employees with software one-on-one help as necessary.

EXECUTRAIN OF FLORIDA

Training Department

Client: **ERICSSON**

Oct. 9, 1995 - August 26, 1996

Computer Training Specialist/Analyst

Conduct End-User software 1 and 2-day training classes (i.e. All software applications, All levels of Excel including Applications with Visual Basic Macros, etc.). Conduct Technical 2 and 3-day programming classes (i.e. Programming with Microsoft Access in Access Basic, Programming with Visual Basic, etc.). Consulting and creating stand-alone database applications in Visual Basic or Access. Assist clients with any application needs or problems. Answer support call questions on many different software applications. Travel to other ExecuTrain offices to teach technical classes. Support Ericsson with the implementation of the 800 MHz Radio system for the Miami Dade County project. Create original analysis on the systems required for the maintenance, inventory, and analysis of the infrastructure of the 800 MHz radio system.

July 2, 1992 -Sept. 22, 1995:

JOHN ALDEN LIFE INSURANCE

Southern Division Training

Project Analyst

Produce and design stand alone database programs; computer based training programs (CBT), graphic materials, multi-media presentations, manuals, presentation materials, and documentation. Support digital to analog devices;

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set-up devices to interface with network systems. Convert digital to analog to pass through phone lines. Match impedents and cable lengths to ensure network integrity. Optimize network performance by isolating faulty stations. Support the division with the mainframe insurance applications by programming in COBOL. Support the division with software help on a one to one basis. Conduct software-training sessions.

EDUCATION:

Jan. 2007 – Jan. 2007: **DHS – Certificate in NIMS IS-800 – National Response Plan (NRP)**
June 2005 – June 2005: **DHS – Standardized Awareness authorized Trainer for the DHS on Nat. Weapons of Mass Destruction**
June 2005 – June 2005: **DHS – Certificate in NIMS I-300 - Intermediate: Incident Command systems**
June 2005 – June 2005: **DHS – Certificate in NIMS I-200 - Basic: Principles and features of ICS**
June 2005 – June 2005: **DHS – Certificate in NIMS IS-700 - Introduction to NIMS**
June 2005 – June 2005: **DHS – Certificate in NIMS IS-100 -Introduction to the Incident Command System (ICS) Course**
Jan. 2003 – June 2003: **Florida International University – Masters Certificate in Project Management**
Sept. 2002 – Oct. 2002: **Florida International University – Project Management Professional Certificate**
Jan. 2002 – Feb. 2002: **Microsoft – Certificate of Achievement in MS SQL**
Jan. 2002 – Jan. 2002: **Dale Carnegie Training – How to Replace Workplace Negativity with Enthusiasm**
July 2001 – Sept 2001: **Miami-Dade County – Supervisor Certification Program**
Sept. 2000 - Sept. 2000: **ComNet Ericsson - Certificate in Trunked System Administration**
Aug. 2000 - Aug. 2000: **ComNet Ericsson - Certificate in Portable Radio Maintenance**
Aug. 2000 - Aug. 2000: **ComNet Ericsson - Certificate in Mobile Radio Maintenance**
Feb. 1997 - Feb. 1997: **Global Knowledge Network - Certificate in OpenVMS Skills for Users**
April 1996 - April 1996: **Microsoft - Microsoft Certified Professional Trainer in Access Database Development**
Mar. 1996 - Mar. 1996: **Oracle - Certificate in Oracle Graphics**
Feb. 1996 - Feb. 1996: **ExecuTrain - Certificate in Novell Netware**
Jan. 1996 - Jan. 1996: **Microsoft - Certificate in Programming for MS Windows Using Microsoft Visual Basic**
Oct. 1995 - Oct. 1995: **ExecuTrain - Certified Instructor**
Oct. 1993 - March 1996: **Barry University - Bachelor degree in Management Information Systems (MIS)**
Sept. 1994 - May 1995: **Florida International University - Certificate in Training and Human Resource Development**
May 1994 - May 1994: **Asymetrix - Certificate in Multimedia ToolBook**
June 1991 - May 1993: **Miami Dade Community College (South Campus) - Associate degree in Education**

SKILLS:

Computer Software: AutoCAD, Lotus: AmiPro, cc:Mail, Freelance, Notes, and 1-2-3; Microsoft: Access, Outlook, Excel, Power Points, Project, Word, Windows, and Windows NT; Corel Draw, Flow, Show, Chart, Move, Capture, Photo-Paint, and Ventura; Asymetrix: ToolBook; VAX, OpenVMS, Novell, UNIX, Oracle, Monarch, Quicken, Word Perfect, Page Maker, Quatro Pro, Textbook, Office Vision, Higgins, Org Plus, Visio, ABC Flow Charts, Harvard Graphics, Time & Place, Desk Scan, Word Scan, Your Way, Certiflex, Word Star and Q & A. **Miscellaneous Skills:** Type 65 wpm.
Programming Languages: Access Basic, Visual Basic, C++, Power Builder, Small Talk, Basic, COBOL, Easytrieve, TSO, SAR, SAS, OpenScript (ToolBook language), Pascal, DOS, and SQL.
Radio Programming Software: EDACS 1, EDACS 2, EDACS 3, and Programmer

LANGUAGE:

English and Spanish

JR

RAMIRO DIAZ
Senior Infrastructure Systems Engineer
Miami-Dade County

Overview:

I am an electrical engineer with twenty-five (25) years of experience in the telecommunication and electronics engineering areas. During my professional career, I have dealt with a great diversity of technical fields including the deployment, operation, maintenance, troubleshooting, repairing, purchasing, technical training, and technical support involving telephony, HF, VHF, UHF, microwave, and 800 MHz, trunking, simulcast and conventional systems. I have also developed designs of electronic devices to a component level. I have general skills in Microsoft Word, Outlook, Excel, Dbase III, PC-DOS, as well as some other applications software related to my specialty (ComSite Design, ComSite Pro, Procomm, Crosstalk, etc).

Work Experience:

February 2004 through present:

Senior Infrastructure Systems Engineer with ETSD Radio Division, Miami Dade County. Oversee the Engineering Group of the Radio Division. Involved in maintaining and improving the infrastructure of the Miami Dade County's 800 MHz system. Responsible for the resolution of interference and radio-coverage issues. Responsible for improving the site management policy of the Division. Introduce new software equipment and techniques for the resolution of interference and radio coverage issues, as well as for improving the Interoperability system between Miami Dade County and other Public Safety and governmental agencies.

February 2002 through February 2004:

Operational Engineer with Fixed Systems Department of Miami-Dade County Radio Communication Services Division. Responsible for minimizing interferences created by different Cellular Telephone Carriers on the 800 MHz Radio System, maintenance and improvement of the coverage of the radio system. Supervise the installation of Radio Systems in new facilities for governmental uses in Dade County. Perform RF Safety Surveys to verify FCC and OSHA compliances in different areas of the County.

July 2001 through February 2002:

ITD Infrastructure Engineer with the Engineering Department of Miami-Dade County Radio Communication Services Division. Involved in tasks concerning Engineering for improvement of communication system in new Fire Stations, coordination to provide training to the technical staff, as well as the procurement of specialized equipment for FCC compliance RF Safety Surveys.

January 2001 through July 2001:

Electronic Engineer with Vertex Standard USA, Miami, Fl. Accountable for creating and leading the Technical Support Department of the International Division of this company. The company manufactures and markets two-way radio systems and accessories. Provided the engineers and technical staff of the international dealers of Vertex Standard (Latin America, Europe and Middle East) with technical training regarding system integration, maintenance, troubleshooting, and repairing of the equipment marketed by the company.

July 1997 through January 2001:

Head shop engineer with Condor Communications, Miami, Fl. Responsible for two-way radio

conventional systems integration. Accountable for technical service and warranty support of the radio equipment marketed by the Company. Responsible for the internal communication systems, provided technical service, upgraded and programmed the Telephone, the Surveillance, and the Control Access Systems of the facility.

System engineer responsible for integrating, testing and repairing trunking and conventional UHF and VHF radio systems. Involved in technical support, warranty service and technical training regarding the radio equipment marketed by the Company.

September 1994 through January 1997:

Trade specialist of Radio and Telephone equipment for Copextel S.A. Corporation in Santiago de Cuba, Cuba.

Lead a section involved in the sales, maintenance, and repairing of communication equipment. Supervised the work of four graduate engineers involving the installation, maintenance and repairs of Japanese and Canadian made small, medium and large capacity Telephone Switchers (PABX) as well as repairs of American and Japanese made VHF and HF radio equipment, TVRO satellite stations, radio-communication antennas, audio equipment and miscellaneous electronic equipment.

December 1991 through September 1994:

Responsible for the procurement, installation, maintenance and repair, and upgrading of the radio communication system (HF and VHF bands) of the National Seismologic Research Center of the Cuban Academy of Science. Developed the analysis to select the system, its installation, and application in the field throughout Cuba. Responsible for the maintenance and repairing of the system.

September 1985 through December 1991:

Engineer involved in the installation of the Telephone System and the IBM Data Transmission Network within the Juragua Nuclear Powered Thermo-Electric Plant at Cienfuegos, Cuba. Lead the radio communication group of the plant supervising the work of five technicians.

Also, from September 1988 to July 1990, I became Associate Professor of the Cienfuegos Technical University

August 1982 through August 1985:

Telecommunication engineer for the Cuban air force at Holguin Military Airport and Santiago de Cuba. Provided technical lead to twenty-one operators and technicians.

Education

U.S. Degree of Bachelor of Science in Electrical Engineering, Miami, Fl. April 4, 1999

Electrical Engineer with Specialty in Telecommunications, University of Oriente, Cuba, July 1982.

High School, "Marcos Borrero Fonseca", Cuba July 1977.

Other Studies

Training in EDACS system, maintenance and repair.

Grounding, Bonding & Soil Resistivity.

Advanced Telecommunications.

Introduction to Wireless Networks.

Nextel / iDEN First Echelon Servicing Concepts.

Basic AutoCAD.

J/L

Motorola Proseries Portables Radios.
MPT 1327 Trunking Fyde Radio Systems.
Onyx II/III Nitsuko Telephone System Hands-On Training.
Different Signaling Protocols in Motorola Systems.
Motorola MTS2000/MTX8000 Series Portable Radios.
Paging Systems.
XX86 Microprocessors and PC Architecture.
Techniques of Marketing.
Design of Radio-communication Links.
Enterprise Management.
Semiconductors and Applications.
MOVE-IT, CROSS TALK, MULTI-LINK and other communication software.
N88-Basic programming language.
PC-Dos and DBASE III.

Personal Accomplishments

I. Design and Research

- A. Elimination of strong interference on 800 MHz EDACS radio system at Dolphin Stadium Stadium, Miami, Fl.
- B. Design and Construction of an automatic radiotelephone interface at Juragua Nuclear Plant, Cienfuegos, Cuba.
- C. Design and construction of power time delay device for the protection of electrical equipment, Cienfuegos, Cuba.

II. Publications

Articles titled " Network of Data Transmission", and " Study of the Cienfuegos Area Characteristics for VHF Signal Propagation", Cienfuegos, Cuba.

III. Awards

- First Prize in the 1986 Juragua Nuclear Plant Symposium, Cienfuegos, Cuba.
- 1991 National Recognition from the National Association of Inventors of Cuba, La Habana, Cuba.
- Speaker in the Second (1993) International Meeting of Applied Seismology Investigations, Santiago de Cuba, Cuba.

Other Skills

Spanish and English languages

OSCAR R. ROJAS
Telecommunications Supervisor
Miami-Dade County
E.T.S.D. Department, Radio Communications Services Division
Fixed Systems Operations Section

Professional Experience

Miami-Dade County, Miami, Fla. 1980 to Present

Telecommunications Supervisor

Presently serving as Telecommunications supervisor for the Fixed Systems Operations section for Miami-Dade County, ETSD Department, Radio Communications Services Division. Began career with Miami-Dade County as a Telecommunications Technician I in the repair of vehicular radio equipment electronics, progressed to repair bench where I was involved in the repair and maintenance of portable radio equipment and paging equipment. Progressed to mobile radio equipment repair bench where I worked in the repair and maintenance of all Miami-Dade County mobile radio communications equipment to include police, fire, and local government, municipalities. Also worked in Fixed Systems section in 1987, where I started as a field service radio technician in the repair and maintenance of high power VHF & UHF repeaters, base stations, desktop stations, voting receivers and comparators, 6 GHz, 2 GHz, and 13 GHz, voice, data, and video microwave radio systems. Promoted to Sr. Telecommunications Technician in 1998, appointed Team Leader of the Fixed Systems section in 1988-1992 by supervisor (see performance evaluations for records), appointed Team Leader of the 800 MHz. radio systems repair and maintenance team by supervisor in 1997, appointed Lead Worker of the Fixed Systems section in 2003 by supervisor, appointed as Acting Supervisor for the Fixed Systems section by Division Director in 2005.

Caribbean Radio Communications, Miami, Fla. 1977 to 1980

Electronic Radio Communications Technician

Worked on the repair and maintenance of portable hand held two-way radio equipment, and paging equipment, mobile radio equipment, high power repeater, and base station equipment, emergency medical EKG radio equipment, sensitive radio communications equipment for federal law enforcement agencies; DEA, US CUSTOMS, Worked on radio equipment for local police agencies; City of Miami Beach Police Dept., Hialeah Police Dept.

Rich Electronics Inc., Miami, Fla. 1975 to 1977

Electronic Radio Communications Technician

I was hired by this marine electronics firm upon graduation from technical school, there I worked as a field and bench marine radio communications technician in the repair and maintenance of VHF FM, long range SSB, and AM radio communications equipment, shipboard radar, sonar, depth finders, and chart recorders, satellite navigation equipment, LORAN A, & C, navigation equipment, gyroscopic ship guidance systems, auto pilot ship guidance systems, CCTV, ship's battery charging systems and generators.

Education

Miami-Dade Community College, Miami, Fla. 1972
Electronics

Military Education

U.S Army Signal School, Fort Gordon Ga. 1972

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Certificate, Data Processing

Served in U.S Army Florida National Guard from 1972-78. Promoted to rank of E-5 assigned to 50th Supply and Service. BN. as a computer data center operator. Honorably discharged in 1978.

Technical Coursework

Miami-Dade Public Schools, Miami, Fla. <i>Certificate, Industrial Electronics</i> Completed 1440 hr. course in Industrial Electronics.	1974
Miami-Dade Public Schools, Miami, Fla. <i>Certificate, Radio Communications</i> Completed 1440 hr. course in Radio Communications.	1975
National Association of Business and Educational Radio <i>Certificate, Certified Technician</i> Received "Certified Technician" certificate from N.A.B.E.R.	1984
M.T.I., Camp Hill, Pennsylvania <i>Certificate, Radio Communications Servicing</i> Received certificate from M. T. I. on Principles of FM Two-Way Radio Communications Servicing.	1982
Motorola Communications and Electronics, Plantation, Fla. <i>Certificate, FM Land Mobile Radio Systems</i> Certificate of Achievement from Motorola National Service Training on MX300 portable radio and Pageboy II pagers.	1981
Motorola National Service Training, Miami, Fla. <i>Certificate, Radio Communications</i> "Certificate of Achievement" from Motorola National Service Training on Micor repeater VHF/UHF	1989
Harris Farinon Microwave Division, Miami, Fla. <i>Certificate, Microwave Communications</i> Received "Certificate of Completion" from Harris Farinon Microwave Division in FL1-6 & LR1-2 Microwave Radio.	1989
Harris Farinon Division, Miami, Fla. <i>Certificate, Microwave Radio Communications</i> Received "Certificate of Completion" in Farscan 3.26 & DVA equipment for microwave radio system.	1995
Motorola National Service Training, Miami, Fla. <i>Certificate, FM Encrypted Radio communications</i> Received "Certificate of Achievement from Motorola's National Service Training in DVP/DES Circuitry, Systems Equipment.	1992
Ericsson Inc., Lynchburg, Virginia <i>Certificate, EDACS Radio Systems</i> Completion of certificate in "Introduction to EDACS Systems Maintenance"	1999
Ericsson Inc., Lynchburg Virginia <i>Certificate, EDACS Radio Systems</i>	1999

Completion of certificate in "EDACS Simulcast Maintenance"

Ericsson Inc., Lynchburg, Virginia 1999

Certificate, EDACS Radio Systems

Completion of certificate in "EDACS Stations and Voters"

Ericsson Inc., Lynchburg, Virginia 1999

Certificate, EDACS Master Technician

Completed and successfully passed advanced training in EDACS radio systems equipment, received "EDACS Master Technician" certification.

Harris Microwave Inc., Miami, Fla. 2002

Certificate, Microwave Radio Communications Equipment

Received "Certificate of Achievement" from Harris Microwave in the maintenance and repair of the Harris DVM-XT microwave digital radio.

Harris Microwave Inc., Miami, Fla. 2002

Certificate, Microwave Radio Systems

Received "Certificate of Achievement" from Harris Microwave Inc. in the repair and maintenance of DVT-6/11-45 microwave digital radio.

Licenses

General Radiotelephone Operator License, Federal Communications Commission, Miami, Fla. 1985. Obtained Radiotelephone First Class License with Ship Radar Endorsement in 1975, latter replaced with lifetime General Radiotelephone Operator License by FCC in 1985.

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DENNIS GRANT
Senior Telecommunications Technician
Miami-Dade County
Enterprise Technology Services Department

Professional Experience**Miami Dade County ETSD****Miami, FI 2003 to Present****Senior Telecommunications Technician**

Responsible for 800mhz Public Safety EDACS Trunked radio system and PSAP 9-1-1 dispatch center. Performed and reengineered PSAP dispatch console upgrade, tested performance and enhanced operations. Created computerized procedures to aid system recovery due to catastrophic control equipment failure. Performed preventative maintenance and repairs I have also conducted P.M procedures on the Fire Departments Conventional Radio system. Proficient in use of various system testing procedures and polices. Studied FCC and departmental guidelines in reference to system interference using computerized prediction methods. Programmed and interfaced portable and mobile equipment to the counties radio infrastructure.

Arch Wireless Inc**Hollywood FI 1994 to 2002****Wireless Technical Manager**

Primary responsibilities are managing a variety of Technical personnel in the daily operations in all aspects of a wireless communications network. This includes all technical and electronic issues, Radio, Telephone, and digital switching interfaces. I coordinated all Project Management operations from conception to completion, which included the development, financials, budgeting, implementation, system upgrades, and optimization.

Direct Customer service is also an integral part of my daily task, which included meetings, telephone conversations and quality assurance. In my experience in electronics, I have designed radio communications systems, which included the analysis and traffic studies, transmitter site design, construction and optimization, in addition to conducting site acquisition, surveys, permitting and lease management and negotiation.

I have also acquired experience in various digital transmission formats and associated peripheral equipment, primarily the, T1 to DS3 digital circuits with Frame Relay and TCP/IP, TNPP and router switching, interfaces and protocols and NPA NXX management. I also possess knowledge of Windows XP and 2000 Enterprises and various applicable PC based Windows software including Word, Excel and PowerPoint.

Express Radio Corp**1992 to 1994**

Field service specialist for SMR backbone systems, repair and maintenance to the component level, for Motorola and LTR Trunk equipment, programming, engineering and installation coordination of two way radio and repeater systems.

MTA Long Island Railroad**1986 to 1992**

Radio Technician specializing in analysis, troubleshooting and maintenance of R.F systems including customized infrastructures developed for rail commuter environment, for control, dispatching and monitoring, which includes Microwave, Voice Paging and Motorola repeater with mobile Transit Police emergency systems.

Education

Various industry specific certifications and recommendations furnished upon request

A.T.S Communications

New York NY

1985 to 1986

Federal Communication Commission Wireless License

City College

New York NY

1982 TO 1983

Electronic Engineering Theory and application

ROGER SANDERS
Senior Telecommunications Technician
Miami-Dade County
Enterprise Technology Services Department

SKILLS

PRS Ericsson EDACS Systems
Microwave Communications
Fiber Optics Communications
Computers and Communications Test Equipment
Tower Climbing
Equipment Installation

PROFESSIONAL EXPERIENCE

Miami-Dade County ETSD-Fixed Systems, Miami, Fl. 2004- Present

Sr Telecommunications Technician, installation, troubleshooting and maintenance.

Installs, maintains, and repairs complex fiber-optic, video, audio, and microwave transmission systems; digital and analog stationary, portable and mobile radio systems; digital, analog and cellular telephone equipment; emergency equipment; digital and analog computer systems; major telephone systems; voice recording systems and dispatch consoles to the component level. Performs diagnostic evaluation of hardware and software problems, faulty circuitry, and transmission and distribution lines, and takes corrective action. Performs telecommunications equipment overhauls including adjusting, repairing and replacing parts and converting obsolete equipment to comply with current telecommunications engineering design and construction standards. Performs pre-installation site visits to determine personnel and material requirements. Installs building riser and lateral cables; ensures proper bonding and grounding of inside and outside plant cable. Reads, interprets and works from various schematics, blueprints, and electronic diagrams. Performs periodic inspection of contractor installation work to ensure compliance with project requirements. Utilizes advanced test equipment for problem determination and resolution. Interacts with vendors in the installation, maintenance, repair, and testing of systems hardware and software. Performs periodic frequency checks required by the Federal Communications Commission to ensure that transmitting equipment is broadcasting within the limits of assigned frequencies and modulation. Coordinates changes, modifications and cut-overs of existing systems to ensure uninterrupted communications. Interacts with customers in the emergency and routine repair and maintenance of equipment, and in customer training; maintains proper inventory of supplies required to perform work. Observes established safety practices and procedures applicable to electrical and electronic work. Prepares and maintains documentation required by the Federal Communications Commission; prepares reports of work activities, work estimates, and requisitions for supplies and equipment. Makes recommendations concerning infrastructure telecommunications systems hardware and software.

MOBEX Communications Inc. Fort Wayne, In. 1994-2004

Technical Representative, installation, troubleshooting and maintenance

Performed subcontract work for Ericsson/GE/Macom/Tyco and other communications businesses. Job position required traveling the country performing a wide variety of tasks in the communications industry. Installing, maintaining, and repairing complex wireless communication systems, microwave transmission systems, cellular telephone communication systems, traffic video motoring systems, emergency communication equipment, dispatch consoles, emergency mobile equipment, battery back up systems, install maintain tower antenna systems, mobile

and portable programming, coverage testing and reporting and other related communication needs. Job also required at times supervision of contract workers during installation of communication equipment.

Electronic Services, Fort Wayne, In. 1991-1994
Electronic Technician, troubleshoot and repair.
Consumer electronics- TV, VCR and Stereo repair.

Northstar Satellite Systems, Fort Wayne, In. 1989-1991
Satellite Dish installation, programming, troubleshooting and repair.
Consumer video product

EDUCATION

ITT Technical Institute, Fort Wayne, In.

Bachelors of Applied Science in Automation Manufacturing Technology.
GPA 3.0/4.0

ITT Technical Institute, Fort Wayne, In

Associates of Applied Science in Electronic Engineering Technology.
GPA 3.3/4.0

CERIFICATION AND LICENSE

Private Pilot, Class B Drivers License, Ericsson RLG1

JJO

L. MIAMI-DADE POLICE COMMUNICATIONS CONTINGENCY PLAN

Memorandum



Date: May 25, 2007
To: Distribution A
From: Thomas Gross, Major
Communications Bureau
Subject: Communications Contingency Plan

With the approaching 2007 Hurricane Season almost upon us, the Communications Bureau (CB) would like to re-familiarize everyone with the options available for communication in the event of a telephone or radio system failure.

Headquarters - Upon declaration of a Hurricane Watch, the Department Hurricane Coordinator/Incident Commander will establish the Headquarters Command Post (HQCP). Upon activation of the HQCP, Police TAC 5 will become active for any radio transmissions that need to occur between the HQCP and any unit. This frequency can be utilized in the event of a telephone failure at the Police Headquarters building for communications with the HQCP. The telephone numbers for the HQCP are (786) 336-3600 through (786) 336-3612.

District Stations - In the event a District Station Command Post (CP) is set up and requires a dedicated frequency, the respective District should utilize the District TAC frequency for conversations between units and their CP. Should the District CP or other units require the HQCP, they should QSY to Police TAC 5. This includes a telephone system failure at a District Station.

All radio system anomalies and telephone system failures should be reported to the Enterprise Technology Services Department Help Desk at (305) 596-8111. Additionally, the Communications Bureau Shift Commander should be advised to ensure the issues are resolved as expeditiously as possible. In the event of a radio system failure, the CB will select the appropriate approach and plan of action based upon the level of disruption. Personnel must become familiar with departmental procedures as outlined in the Department Manual, Chapter 20, Communications Procedures, SECTION 8 - RADIO COMMUNICATIONS FAILURE.

If you have any questions concerning this matter, please contact Lieutenant George Perera at telephone number (305) 273-6720.

TG/gp

jjd

Headquarters CP Phone and Frequency List

The Command Post will operate on channel – Police TAC 5

District CPs will operate on their respective Dist TAC

The Headquarters Command Post Telephone numbers

786-336-3600 through 783-336-3612

District CPs will advise their phone number when activated

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Radio System Failures, Impact, and Back-up Communications:

Personnel should not call CB to advise of a system failure. The district station or affected entity should call the CB Shift Commander if we have not already called the affected entities. If necessary, field units should call their base stations for instructions.

Types of failures that may occur are:

Single site failure: One of the tower sites may go off-line for a variety of reasons. The remaining six tower sites will continue to operate normally. Dispatch consoles at CB have full functionality.

Impact on radio users: Reduced coverage inside structures that are in areas overlapped by an adjacent tower site; total loss of communication capabilities in areas not covered by an adjacent tower site.

Action taken by radio users: Users do not need to change any settings on their radio(s). Be aware of reduced coverage around the site that is off-line.

Multiple site failure: Radio system automatically reverts to Global By-pass coverage configuration of a single site (County Administration Building location – CAB) controlling all radio transmissions. If CAB is one of the sites out, the 800 MHz radio system can be manually placed in a secondary Global By-pass mode utilizing another working antenna tower site.

Impact to radio users: Dispatcher consoles will not function. Unit dispatching will be done on a back-up radio similar to a trunk mount radio (AC set); users will see a 4-digit LID number rather than the usual 3-digit console LID. Console functions lost include: ability to patch talk groups for BOLOs, pursuits, Status Messaging, emergency tones, and identity of an activated emergency by a radio user.

Fringe areas of the County will experience a significant loss of coverage. Inside structure coverage on handheld radios will be lost throughout the County. Radio users inside structures should be contacted by other field users and informed of the radio system being in Global By-pass and diminished radio communication capability.

Action taken by radio users: Users do not need to change any settings on their radio(s). Be aware of reduced coverage throughout County. **Use mobile radios whenever available** to improve transmissions using higher power of mobile radio and better reception with roof antenna.

JJY

Total radio system failure of System B: In the event that the Police System (System B) fails completely, radio users may be directed to the DISASTRA system. The CB Shift Commander will notify each District station desk operation of the need for units to switch to the DISASTRA system. Talk group assignments are as follows:

Miami Lakes	BRAVO1	Kendall	BRAVO5	Carol City	BRAVO9
Northside	BRAVO2	Intracoastal	BRAVO6	Headquarters	BRAVO10
Doral	BRAVO3	Airport	BRAVO7	Municipal	BRAVO11
Cutler Ridge	BRAVO4	Hammocks	BRAVO8	Info-N	BRAVO12
				Info-S	BRAVO13

These talk groups give the same coverage as that of System B, but are on System A and shared with the rest of the County services. Depending on the time and day of the week, System A may not be available for standard dispatch use. Dispatcher consoles will not function and they will work from a back-up AC radio; users will see a 4-digit LID number rather than the usual 3-digit LID. As with Global By-pass, Dispatchers' consoles will not function. Console functions lost include: ability to patch talk groups for BOLOs, pursuits, Status Messaging, emergency tones, and identity of an activated emergency by a radio user.

Action taken by radio users: Contact your unit of assignment as outlined in the Departmental Manual, Chapter 20, Communications Procedures, SECTION 8 - RADIO COMMUNICATIONS FAILURE. **DO NOT call the CB Shift Commander.** Change radio system setting as directed by your unit contact person. **DO NOT UTILIZE STATUS MESSAGING FUNCTION.**

Failure of all trunked back-up systems: In the event that a radio user is unable to make contact on any system or talk group, the Headquarters dispatcher can be contacted through the conventional MA-CALL frequency channel. The users will be advised of a Mutual Aid Tactical channel for dispatcher communications. Transmissions should be limited to priority and emergency type transmissions as multiple districts will be assigned to a single Mutual Aid channel as listed. All other communications capabilities are lost.

Doral, Airport and Northside	Mutual Aid Tac 1
Headquarters and Municipalities	Mutual Aid Tac 2
Hammocks, Cutler Ridge and Kendall	Mutual Aid Tac 3
Miami Lakes, Intracoastal and Carol City	Mutual Aid Tac 4

Action taken by radio users: Contact your unit of assignment as outlined in the Departmental Manual, Chapter 20, Communications Procedures, SECTION 8 - RADIO COMMUNICATIONS FAILURE. **DO NOT call the CB Shift Commander.** Change radio system setting as directed by your unit contact person. **DO NOT UTILIZE STATUS MESSAGING FUNCTION.**

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Complete failure of all radio systems: In the event of a ***complete failure*** on all departmental talk groups and conventional radio systems, personnel should comply with procedures specified in the Departmental Manual, Chapter 20, Communications Procedures, SECTION 8 - RADIO COMMUNICATIONS FAILURE. The following procedures will be initiated:

Actions taken by radio users: DO NOT call the CB Shift Commander.

**M. MIAMI-DADE COUNTY
SIGNATURE AUTHORITY
DOCUMENT**

Memorandum



Date: March 19, 2007

To: Assistant County Managers

From: George M. Burgess
County Manager

Subject: Signature Authority

A handwritten signature in black ink, appearing to be "G. Burgess", written over the "From:" field.

Effective immediately, you are authorized to sign the following items for your respective departments on my behalf:

- Permits
- Agenda Items
- Take Home Vehicles
- Procurement Matrix (see attached)
- Senior Management Performance Appraisal Forms
- Performance Bonuses for your Departments up to \$2,500
- Leave Slips (your departments and your immediate staff)
- All domestic travel requests, except international travel, which I will continue to sign
- Telecommunications Device & Service Requests
- Contracts and grant-related documents once approved by the BCC (see attached AO 2-3 signature authority memorandum)

Please use your judgment when reviewing items for signature. If an item is controversial, sensitive or otherwise significant, please forward it to my attention or discuss it with me personally.

Continue to process all correspondence for my signature, and for the Mayor's signature, through Susy Torriente.

Thank you for your cooperation.

Attachments

c: Honorable Carlos Alvarez, Mayor
Kay Sullivan, Director
Clerk of the Board Division

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Signature Authority
Page Two



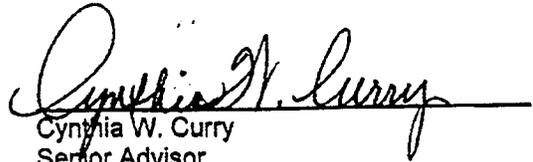
Susanne M. Torriente
Chief of Staff/Assistant County Manager



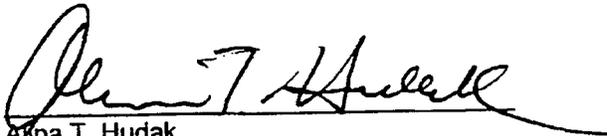
Mae Bryant
Assistant County Manager



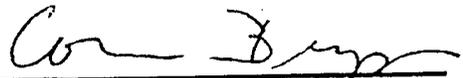
Roger M. Carlton
Assistant County Manager



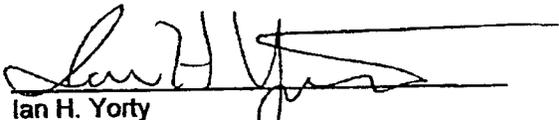
Cynthia W. Curry
Senior Advisor



Anna T. Hudak
Assistant County Manager



Corinne Brody
Special Assistant to the County Manager
Strategic Management Initiatives



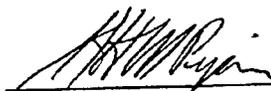
Ian H. Yorty
Assistant County Manager



Alex Munoz
Assistant County Manager



Ysela Llort
Assistant County Manager



Howard H. Piper
Special Assistant to the County Manager
Management and Performance Assessment