Miami-Dade County, Florida Comprehensive Emergency Management Plan (CEMP)

VOLUME I

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RECORD OF CHANGES

Date	Description of Change	Page or Section
3/25/13	Revised Storm Surge Planning Map	190
3/25/13	Revised Evacuation Route Map	204
4/18/13	Addition of NDMS description	229
8/21/13	Community Response Team changed to Disaster Survivability Assessment Team	99
2016	Plan Names Updated	Throughout plan
2016	County Department Names and Roles and Responsibilities Updated	Throughout plan
2016	Critical Infrastructure List Updated	36-37
2016	Key Resources List Updated	36-37
2016	Hazards Lists Updated	38-47
2016	Population/Demographic Information Updated	32-35
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2016	EMAP Standards (2016) Referenced	Throughout plan
2016	Table 1 – OEM Plans, Annexes and Operations Guide Chart updated	17
2017	Recovery Section Updated	68-75
2017	Hazard Analysis Section Updated	32-47
2017	Hazard Demographics Section Updated	48-50
2017	Subpart A – Notification and Warning Updated	60-63
2017	ESF Descriptions and Formatting Updated	Appendices
2017	Data in Figures 1 through 34 Updated	Attachments
2017	Evacuation Pick-up Points Map Added	Attachments
2017	CEMP Maintenance Section Updated	18-19
2017	Foreign Nationals Section Added	67
2017	Foreign Nationals Annex Added	Appendices
2017	Day-to-Day County Management Diagram Added	Appendices
2017	ESF 6 Lead Agencies Updated	118
2017	MDCPS Roles & Responsibilities Updated	94
2017	StormReady References Added	Throughout plan
2017	Agency Name Changed to DOH Miami-Dade	Throughout plan

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EXECUTIVE SUMMARY

Miami-Dade County is vulnerable to a variety of hazards that threaten its communities, businesses and the environment. The Miami-Dade County Comprehensive Emergency Management Plan[1] (CEMP) establishes the framework Miami-Dade County and its municipalities utilize to address these hazards. The CEMP outlines the roles and responsibilities of the local government, state and federal agencies and other stakeholder organizations. This Plan coordinates the activities of these groups under the Emergency Support Function (ESF) System with a designated lead agency for a comprehensive approach to planning, response, and recovery from identified hazards. The National Incident Management System (NIMS)/Incident Command System (ICS) principles have been incorporated and institutionalized into the County's response management model as illustrated through-out this document and in the policies and procedures of the County's response agencies.

The CEMP outlines the basic strategies, assumptions, operational goals and objectives, and mechanisms through which Miami-Dade County will mobilize resources and conduct activities to guide and support emergency management efforts through preparedness, response, recovery and mitigation. This is an operations-based plan that addresses evacuation; sheltering, post disaster response and recovery; deployment of resources; communications and warning systems.[2] The Plan calls for annual exercises to determine the ability of the local government and its municipalities to respond to emergencies.

Throughout the CEMP volumes, the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 fundamentals and the Whole Community approach strategy are utilized. While CPG 101 provides emergency management professionals with guidance on plan development, the Whole Community approach refers to the collaboration between emergency management and a wide range of county stakeholders to ensure that all are part of the planning process. These stakeholders include residents, vulnerable populations, organizational and community leaders, faith-based and non-profit organizations, the private sector, and government officials. These groups are regularly engaged, and are leveraged in various committee meetings throughout the year.

Great care has been taken to consult with disability organizations as well as the Americans with Disabilities Act of 1990 as amended and the Guidance on Planning for Functional Needs Support Services in General Population Shelters during the plan development processes.

The Plan is comprised of four volumes. The first volume is divided into two sections: The Basic Plan and the Emergency Support Functions (ESF) Appendix. The appendix is a brief description of each ESF. The second volume contains detailed Annexes for each ESF; the third volume contains operating guides providing instruction on multi-agency operations; and the fourth volume contains the Hazard Specific Plans.

Volume I - The Basic Plan – This section outlines the different hazards Miami-Dade County and its municipalities are at risk or vulnerable to. It includes areas such as the concept of operations, direction and control, responsibilities of all agencies and resources mobilized by the County to assist in the preparation, response and recovery from a disaster, the responsibilities of different levels of government, and financial management policies that will be adhered to in an emergency. The Basic Plan also contains a section that

[1] As authorized by Chapter 252, Part I, Florida Statutes

[2] StormReady Guideline 3.1

addresses recovery issues to ensure a rapid and orderly implementation of rehabilitation and restoration programs for persons and property affected by a disaster.

Volume II - The Emergency Support Function Annexes – This section organizes Miami-Dade County Departments and agencies into 18 ESFs. The ESF structure is patterned after the system outlined in the State of Florida Comprehensive Emergency Management Plan and the National Response Framework. Each of the 18 ESFs in this section outlines the purpose and scope of each function, the operating policies, planning assumptions, concept of operations, and responsibilities of lead and supporting agencies involved in each. The 18 ESFs and the lead departments and agencies are listed below:

	Title	Lead Agency
1	Transportation	Miami-Dade Transportation & Public Works
2	Communications	Miami-Dade Information Technology
3	Public Works and Engineering	Miami-Dade Transportation & Public Works
4	Firefighting	Miami-Dade Fire Rescue
5	Planning and Intelligence	Miami-Dade Office of Emergency Management
6	Mass Care	American Red Cross – South Florida Region / Miami-Dade Office of Emergency Management
7	Resource Support	Miami-Dade Internal Services
8	Health and Medical Services	Florida Department of Health in Miami-Dade County
9	Urban Search and Rescue	Miami-Dade Fire Rescue
10	Hazardous Materials	Miami-Dade Fire Rescue (Response) / Miami-Dade Regulatory and Economic Resources (Recovery)
11	Food and Water	Miami-Dade Office of Emergency Management
12	Energy	Miami-Dade Office of Emergency Management
13	Military Support	Florida National Guard
14	Public Information	Mayor's Office of Communications
15	Volunteers and Donations	United Way of Miami-Dade
16	Law Enforcement	Miami-Dade Police Department
17	Animal Protection & Agriculture	Miami-Dade Animal Services / Florida Department of Agriculture and Consumer Services
18	Business & Industry	Miami-Dade Regulatory and Economic Resources

Volume III - Operations Guides – This volume includes procedures that support response to incidents that are function or agency specific and detail germane processes to accomplish missions, or activities that are multi agency and/or discipline in nature.

Volume IV - The Hazard Specific Annexes – This volume contains hazard specific plans that are comprehensive in scope. They address hazards in Miami-Dade County and its municipalities that require an enhanced or modified approach to dealing with that particular hazard. It consists of seven annexes:

Miami-Dade County Turkey Point Response Plan – The Turkey Point Response Plan identifies the County's response to radiological incidents at the Turkey Point nuclear power plant. This annex provides guidance for command and control, protective action decision making and recovery and reentry in the event of an emergency. Preparedness and mitigation practices for radiological events are also addressed.

Miami-Dade County Terrorism Response Plan – The Terrorism Response Plan identifies the County's actions in response to terrorist incidents. This annex includes guidance for command and control, protective actions, public information sharing and response and recovery in the event of an emergency and focuses primarily on consequence management for terrorist incidents.

Miami-Dade County Mass Migration Plan – The County's physical proximity to the Caribbean increases its vulnerability to mass migration to and from the Caribbean. The Mass Migration Plan is the County's approach to the mass influx of unauthorized persons due to a change in government. The Plan also addresses demonstrations and acts of terrorism that may occur in the county due to these changes.

Miami-Dade County Public Health Emergencies Plan - In order to reduce the effects of health threats, preventative and response measures for a public health emergency have been identified which include public education, detection of hazards and at-risk populations, public health surveillance, isolation procedures for the emergency and its effects, and close monitoring of threatening situations. This Plan defines the procedures to be utilized by state, county, and municipal agencies that are involved in a communicable disease outbreak within Miami-Dade County.

Miami-Dade County Mass Casualty Incident Plan – The Mass Casualty Incident Plan describes the activities and lead and support agencies for Mass Casualty/Mass Fatality operations. The goal of this Plan is to provide guidance and ensure the collaborative efforts of the lead and support agencies as they respond to a mass casualty event.

Miami-Dade County Oil Spill Response Plan - The Oil Spill Response Plan is designed to address the coordinated response to hazardous material spills impacting the county's coastline and nearby habitats in different bodies of water.

Miami-Dade Cyber-Incident Response Plan – The Cyber-Incident Response Plan is designed to provide a coordinated, multi-disciplinary and effective response to a significant cyber event that may result in demonstrable harm to public health and safety, critical functions, civil liberties, economy and/or community confidence.

BASIC PLAN

INTRODUCTION

The CEMP is designed to address "all hazards" threats to the county. The magnitude of an incident or disaster governs the approach used in managing an event. It has been noted that the ESF system is very effective when handling both small and large scale incidents requiring response and recovery support from local, state and federal governments.

Ensuring the safety of all Miami-Dade County's residents and visitors is a shared responsibility and effort between first responder agencies, Miami-Dade County Office of Emergency Management (OEM) and County government. Miami-Dade County is divided into 35 jurisdictions; 34 municipalities each supported by its own local governing body and an unincorporated area. Each municipal government is independently responsible for the safety of its residents and visitors; with mutual aid support from the County.

In the event of a countywide emergency declaration, the resources of the County and each of its municipalities work together for the mutual benefit of all residents and visitors of Miami-Dade County. The statutory authority for this arrangement may be found in Chapter 8B of the Miami-Dade County Code. State support is governed under Florida Statute, Chapter 252. In turn, the federal government is responsible for support to both the state and local government in accordance with the Robert T. Stafford Act and Title 44 "Emergency Management and Assistance" of the Code of Federal Regulation (CFR).

On March 30, 2011, Presidential Policy Directive 8: National Preparedness (PPD-8) was signed and released by the Office of the President of the United States. PPD-8 and its component policies intend to guide how the nation, from federal, state, and local governments to private citizens, can "strengthen the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation." These threats include terrorist acts, cyber-attacks, pandemics and natural disasters. PPD-8 evolves from, and supersedes, Homeland Security Presidential Directive 8. PPD-8 is intended to meet many requirements of Subtitle C of the Post-Katrina Emergency Reform Act of 2006 (P.L. 109-295, 6 U.S.C. §741- 764).

The National Preparedness Goals describes the Nation's security and resilience posture through the core capabilities utilizing the Whole of Community approach as the foundation. The National Preparedness Goals defines success as:

"A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."

Using the core capabilities, the National Preparedness Goals are achieved by:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.
- Protecting our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

PURPOSE

The CEMP is intended to provide an organized system of preparedness, response, and recovery by which the Mayor and the Board of County Commissioners are guided in their statutory responsibilities in the provision of direction and control during a disaster. This plan has been designed to achieve a number of goals[3]:

- To provide an organized system of hazard vulnerability reduction to the citizens of and visitors to Miami-Dade County.
- To develop an enhanced level of awareness relative to emergency preparedness, throughout the population at large.
- To provide the most efficient response and recovery system possible through effective coordination and maximum utilization of all available resources.
- To coordinate with key Miami-Dade County departments, Police, Fire, Information Technology, Transportation and Public Works, and Water and Sewer for the continuance and/or recovery of identified essential functions, which are Life Safety and Critical Infrastructure, to a normal state as quickly and effectively as possible after a disaster.
- To maintain a high level of readiness through community outreach and regular OEM training and exercise.
- To reduce the public's vulnerability to recurrent hazards by the promotion of hazard mitigation strategies, particularly in the areas of critical infrastructure, land use, and building codes.

SCOPE

The CEMP establishes official emergency management policy for all County agencies and municipalities in response to, and recovery from, emergencies and disasters within the county. Each entity identified herein will utilize this CEMP as the basis for development and maintenance of subordinate plans, response policies, and implementing procedures. The existence of this CEMP does not relieve response organizations or local jurisdictions from the duty of developing their own Standard Operating Procedures (SOP).

The CEMP establishes official policy for any Miami-Dade County municipality that has not obtained official approval for use of its own plan or appropriate element thereof. Incorporated areas and municipalities that have formally filed a CEMP with the Florida Division of Emergency Management under rule 9G-6 and 9G-7 pursuant to Chapter 252 of the Florida Statutes, are empowered to do so, as long as their CEMP does not conflict with the County CEMP.

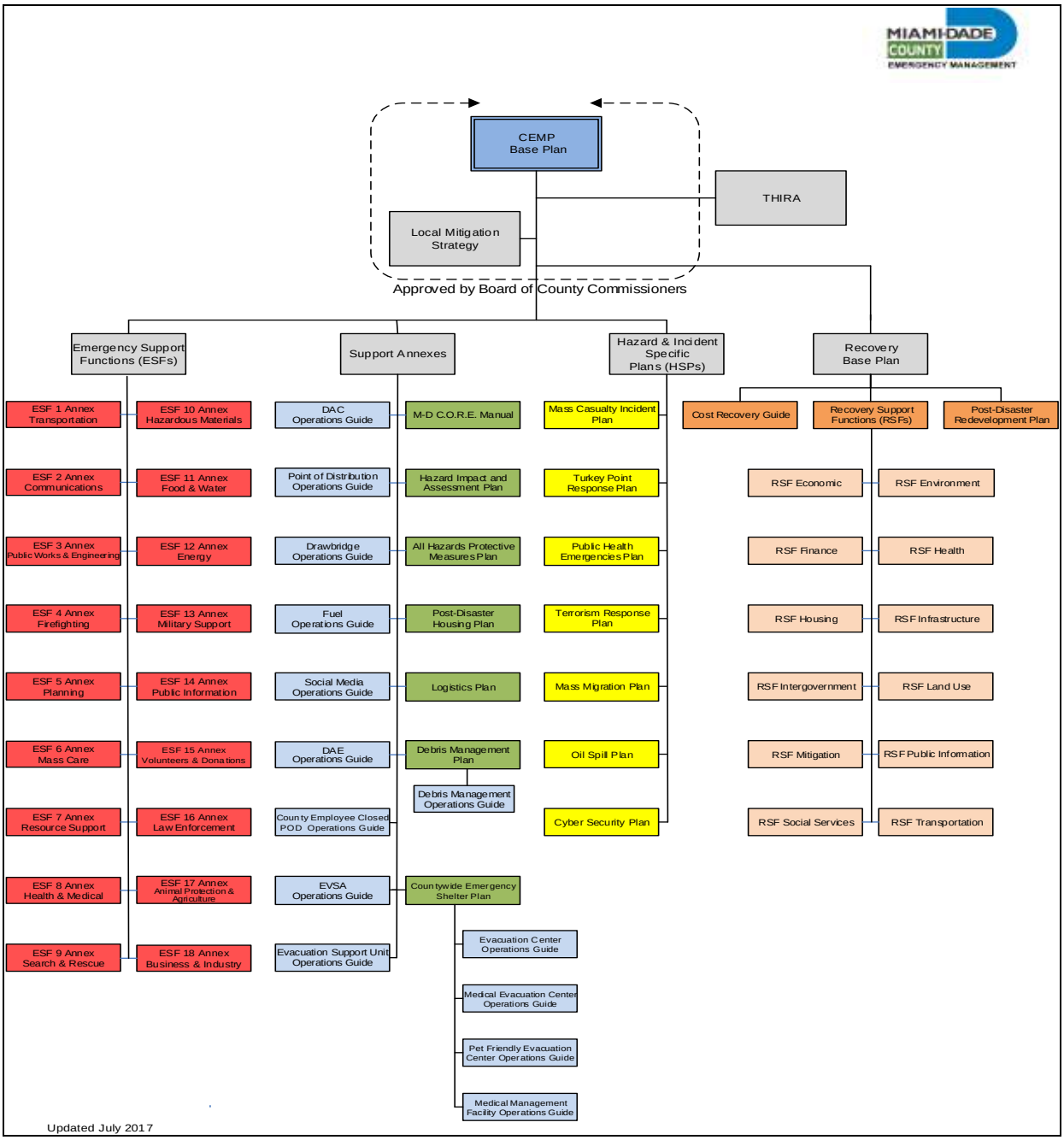
The CEMP covers each level of disaster starting with "incident" and continuing through "minor disaster" then "major disaster" and finally "catastrophic disaster". An overview of these categories of disasters is found in Figure 10. This CEMP provides Miami-Dade County with a uniform protocol for the establishment and maintenance of a coordinated interface with the Federal and State Governments, private and non-profit

[3] EMAP 4.4.1

sectors, and faith-based organizations during emergency periods. The CEMP and all associated volumes embrace the Whole Community approach utilizing all available resources to ensure the most efficient response to incidents that impact Miami-Dade County.

The CEMP acts as an overarching emergency plan but it is complemented by companion documents that expand upon and support the direction provided in this document. These documents include the Recovery Plan and its accompanying volumes; the Local Mitigation Strategy (LMS); and the Threat and Hazard Identification and Risk Assessment (THIRA).

Table 1 - OEM Plans, Annexes and Operations Guide Chart



CEMP MAINTENANCE[4]

The CEMP was produced through the collaborative efforts of OEM staff, in conjunction with County and municipal agencies, and public and private organizations. Our partner agencies are engaged informally, on an as needed basis, and formally in the capacity of Advisory Committees to inform the CEMP, companion documents, and legislative and strategic initiatives that impact emergency management activities. The Advisory Committees that provide guidance are multiagency and multidiscipline in nature.

Advisory Commitees

Local Mitigation Strategy Working Group - The Local Mitigation Strategy (LMS) Working Group and Steering Committee are made up of a broad spectrum of both stakeholders and partners, including federal, state, and local government; private enterprise; private and public schools, colleges, and universities; hospitals; and not-for-profits. The LMS Working Group members submit projects to track mitigation, be eligible for funding and promote resiliency of the community.

Miami-Dade Healthcare Preparedness Coalition – Executive Committee - The Miami-Dade Healthcare Preparedness Coalition is made up of representatives from the healthcare community and emergency management. The Coalition, formally known as the Miami-Dade County Hospital Preparedness Consortium, was created in order to provide a coordinated effort in dealing with healthcare emergency preparedness and response capabilities of hospitals and community stakeholders within the county.

Miami-Dade Voluntary Organizations Active in Disasters (MDVOAD) - MDVOAD is a coordinating and collaborating effort of county, faith-based and non-profit social organizations that will organize during the response and recovery phase of a disaster to provide short and long-term disaster relief services to the affected population of Miami-Dade County. The MDVOAD committee meets on a quarterly basis.

Public-Private Sector Partnership - The Miami-Dade County program incorporates the public and private sector into one team dedicated to creating a more resilient community. The overall goal of this program is to share information and resources both among the private sector partners but also with Miami-Dade County to lessen or avoid economic impacts from an emergency and/or disaster. This groups meets once per year at a minimum.

Southeast Regional Domestic Security Task Force (SERDSTF) EM Workgroup - The SERDSTF EM Working Group is comprised of emergency managers from all of Region 7; which includes Monroe, Miami-Dade, Broward, and Palm Beach Counties. Their objective is to assure the EM programs work effectively by open discussion and evaluations.

Urban Area Working Group (UAWG) – Federal funding for the Urban Area Security Initiative (UASI) is distributed to the Miami UAWG by the Florida Department of Law Enforcement. The UAWG is a multidisciplinary working group that prioritizes projects that assist the area in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach. The Director of Emergency Management and staff are actively involved in the Miami UAWG.

Whole Community Engagement Group - OEM hosts quarterly meetings for the representatives of the 34 municipalities, universities/colleges and other county partners. The purpose of these meetings is to discuss

[4] EMAP 3.3.1 and 4.4.1

current issues, best practices and upcoming training and exercises. OEM also utilizes these meetings to review current plans, policies and procedures, both to inform stakeholders and to solicit feedback.

In addition, the staff of the State of Florida Division of Emergency Management (FDEM) provides invaluable aid throughout the development of this plan. The CEMP has been formulated to provide the flexibility required to efficiently handle both large and small incidents and disasters.

A CEMP distribution list is maintained and updated semi-annually by OEM.

Revisions to the CEMP fall into two categories:

1. Time sensitive revisions that are distributed to all manual holders as necessary.
2. Non-time sensitive revisions that are issued on an annual basis.

HSEEP Compliance and Plan Improvement

OEM conducts tabletop and functional exercises as well as annual full-scale exercises (e.g. Statewide Hurricane Exercise, Radiological Emergency Preparedness Exercises, etc.) to test the responsiveness and capability of Miami-Dade County. Each exercise will test all or critical portions of the CEMP, including capabilities of equipment and the personnel to operate such equipment. Each exercise is evaluated through interviews of participating partner organizations following the exercise and adopted into an After Action Report (AAR). Revisions will be made to the appropriate plans based on the AAR findings.

OEM is compliant with the requirements of the Homeland Security Exercise and Evaluation Program (HSEEP) which is a capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP compliance is defined as adherence to specific processes and practices for exercise program management and exercise design, development, conduct, evaluation, and improvement planning. OEM complies with the four HSEEP performance requirements.

These requirements are as follows:

1. Conduct an annual Training and Exercise Planning Workshop and maintain a Multiyear Training and Exercise Plan.
2. Plan and conduct exercises in accordance with the guidelines set forth in HSEEP policy.
3. Develop and submit properly formatted After Action Report/Improvement Plans (AAR/IP).
4. Track and implement corrective actions identified in the AAR/IP.

AUTHORITIES AND REFERENCES

PART 1 – AUTHORITIES AND REFERENCES

Codified Responsibilities

The Miami-Dade County Office of Emergency Management was established in 1968 pursuant to Chapter 252 of the Florida Statutes (F.S.). OEM is charged with the responsibility of reducing the vulnerability of the people of Miami-Dade County relative to disasters both natural and technological. OEM is further endowed with local responsibilities pursuant to Chapter 8B of the Miami-Dade County Code.

Legislative and regulatory changes that may impact OEM are identified via participation in professional groups such as Florida Emergency Preparedness Association, National Association of Counties, Big City Emergency Managers and FDEM hosted annual meetings such as Critical Issues in Emergency Management and monthly FDEM hosted Statewide Emergency Management Director's conference calls.

Legislative requests are developed and submitted in conjunction with the Miami-Dade County Office of Intergovernmental Affairs (OIA). OIA ensures that Miami-Dade County's legislative agendas at all levels of government are properly prepared, effectively communicated, and adopted. State or federal legislative request are submitted to OIA each August, when necessary. This is done in order to allow for sufficient time for review before a final package is adopted and submitted to State and Federal legislative delegations in December.[5]

Memoranda and References

OEM houses a library of the CEMPs of municipalities, cities, villages and agencies throughout the County. The CEMP library will be reviewed for compatibility with the County CEMP and up-dated with revisions as the issuing agency or municipality supplies them. Similarly, all Standard Operating Procedures and specific plans as referenced throughout the different sections of the CEMP are maintained in the OEM library, reviewed annually, and up-dated as required.

Miami-Dade County and all its municipalities are all signatories to the Florida Statewide Mutual Aid Agreement. Numerous inter and intra county Memorandums of Understanding (MOUs) with jurisdictions in Miami-Dade County exist between the municipalities, departments, organizations, and counties that make up the Sections and ESFs. Memorandums of Understanding address varying specific hazards such as terrorism, mass migration, radiological emergency preparedness, and tropical storms.

Americans with Disabilities Act and Guidelines for Functional Needs Support Services

The Americans with Disabilities Act (ADA) of 1990 is incorporated into OEM emergency preparedness plans. This law prohibits discrimination on the basis of disability. A best practice used to effectively address the needs of persons with disabilities or access and functional needs in emergency preparedness plans is establishing a process to pre-identify resources which may be used to fulfill requests from these individuals for reasonable accommodations they may need in emergency situations.

Functional Needs Support Services (FNSS) are defined as services that enable children and adults with or without disabilities who have access and functional needs to maintain their health, safety, and independence in a general population shelter. This may include augmentation of trained medical professionals, durable medical equipment (DME), consumable medical equipment (CME), and reasonable modification to common practices, policies and procedures. Individuals requiring FNSS may have sensory, physical, mental health, cognitive and/or intellectual disabilities affecting their capability to function independently without assistance. Additionally, the elderly, women in the late stages of pregnancy, and individuals requiring communication assistance and bariatric support may also benefit from FNSS.

On July 22, 2004, Executive Order 13347 was issued (Individuals with Disabilities in Emergency Preparedness), directing the federal government to work together with state, local and tribal governments, as well as

[5] EMAP 3.5.2

private organizations, to appropriately address the safety and security needs of people with disabilities. The Stafford Act and Post-Katrina Emergency Management Reform Act (PKEMRA), along with Federal civil rights laws, mandate integration and equal opportunity for people with disabilities in general population shelters.

Miami-Dade County makes every effort to comply with Title II of the Americans with Disabilities Act (ADA) as well as any other applicable laws related to emergency and disaster-related programs, services and activities for individuals with disabilities who have access and functional needs.

Miami-Dade County

The Office of Emergency Management was established by ordinance in 1968 (Section 8B, Miami-Dade County Code) to discharge civil defense responsibilities and functions as defined in and provided for by Chapter 252, F.S..

- Miami-Dade Airport Emergency Plan
- Miami-Dade Hazard Impact and Assessment Plan
- Miami-Dade Debris Management Plan
- Miami-Dade Disaster Assistance Center Operations Guide
- Miami-Dade Disaster Assistance Employee Operations Guide
- Miami-Dade Fire Rescue Hazardous Materials Operations Guide
- Miami-Dade Points of Distribution Operations Guide
- Miami-Dade Post Disaster Housing Plan
- Miami-Dade Turkey Point Response Plan

State of Florida

- Florida Comprehensive Emergency Management Plan
- Florida Emergency Response Team Mass Migration Annex

The State of Florida emergency management laws are established in Chapter 252, F.S., Emergency Management Act. Other State authorities and references include:

Florida Statues

1. Chapter 14, F.S., Governor
2. Chapter 22, F.S., Emergency Continuity of Government
3. Chapter 23, F.S., Florida Mutual Aid Act
4. Chapter 154, F.S., Public Health Facilities
5. Chapter 161, F.S., Beach and Shore Preservation
6. Chapter 187, F.S., State Comprehensive Plan
7. Chapter 245, F.S., Disposition of Dead Bodies
8. Chapter 381, F.S., Public Health
9. Chapter 395, F.S., Hospital Licensing and Regulation
10. Chapter 401, F.S., Medical Telecommunications and Transportation
11. Chapter 553, F.S., Building Construction Standards
12. Chapter 870, F.S., Riots, Affrays, Routs, and Unlawful Assemblies
13. Chapter 943, F.S., Domestic Security

Florida Administrative Code

1. Chapter 27P-2, 27P-6, 27P-11,27P-14, 27P-19, 27P-20, and 27P-21 Florida Administrative Code
2. Chapter 73C-40, Florida Administrative Code

Executive Orders

1. Executive Order No. 80-29, "Disaster Preparedness"
2. Executive Order 05-122, State Emergency Response Commission

Federal Government

1. Department of Homeland Security Caribbean Mass Migration Framework
2. Department of Homeland Security Maritime Migration Plan
3. U.S. Coast Guard Maritime Response Operations Plan
4. U.S. Coast Guard Southeast Florida Area Maritime Security Plan
5. U.S. Coast Guard Operation Vigilant Sentry Plan
6. U.S. Coast Guard Southeast Florida Area Contingency Plan

Federal emergency management authorities and references include:

(a) Public Law 93-288, as amended, 42 U.S.C. 5121, et seq., the Robert T. Stafford Disaster Relief Act and Emergency Assistance Act, provides authority for response and recovery assistance under the Federal Response Plan. This legislation empowers the President to direct any federal agency to utilize its authorities and resources in support of state and local assistance efforts.
(b) Public Law 81-920, The “Federal Civil Defense Act of 1950;” and
(c) Executive Order 11795, dated July 11, 1974, as amended by Executive Order 11910, dated April 13, 1976.
(d) Americans with Disabilities Act of 1990, as Amended.
(e) Post-Katrina Emergency Management Reform Act of 2006
(f) Vienna Convention on Consular Relations, Article 37

PART 2 – MIAMI-DADE COUNTY CODE OF ORDINANCE: CHAPTER 8B – EMERGENCY MANAGEMENT

The following is the amended Miami-Dade County Code of Ordinances -Chapter 8B adopted by the Board of County Commissioners on July 22, 2003, (Ordinance 03-178).

Section 1. Chapter 8: Miami-Dade County Code is hereby amended as follows:

Chapter 8B EMERGENCY MANAGEMENT

State law references: Emergency management, Florida Statutes § 252.

Editor's note: Ord. No. 99-51, § 3, adopted May 25, 1999, amended chapter 8B, § 8B-1--8B-12, in its entirety. Former chapter 8B pertained to Civil Defense and derived from Ord. No. 68-79, § 3--6, 8, adopted December 17, 1968.

Section 8B-1. Establishment:

Pursuant to F.S. 252, there is hereby established the Miami-Dade County Office of Emergency Management, the operation of which shall be the responsibility of the County Mayor. The duties of the Office of Emergency Management shall be to provide for the effective direction, control and coordination of Miami-Dade County government disaster management services, functional units, and personnel, and provide collaboration with other governments and the private sector, in compliance with the Miami-Dade County Comprehensive Emergency Management Plan. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-2. Definitions:

When used in Chapter 8B the following terms shall have the meanings set forth below:

(1) The Board of County Commissioners is the elected legislative body representing all residents of Miami-Dade County and shall herein be referred to as the "Board".

2) The County Manager is the Chief Administrative Officer of Miami-Dade County and shall herein be referred to as the "Manager".

(3) The Director of the Office of Emergency Management is the Miami-Dade County official who will execute the Comprehensive Emergency Management Plan in Miami-Dade County and shall herein be referred to as the "Director".

(4) Disaster shall be defined as any natural or man-made incident that disrupts or damages the social or economic systems or infrastructure of the community and which is so severe that a Local State of Emergency is declared.

(5) Emergency shall be defined as any incident, natural or manmade, that disrupts or threatens to disrupt, the social or economic systems or infrastructure of the community in such a manner as to warrant a response action but does not warrant the declaration of Local State of Emergency.

(6) The Executive Mayor is the elected Chief Executive Officer of Miami-Dade County and shall herein be referred to as the "Mayor."

(7) The “Plan” refers to the Comprehensive Emergency Management Plan written by the Miami-Dade County Office of Emergency Management pursuant to Florida Statutes § 252.38. The Plan establishes the framework through which Miami-Dade County prepares for, responds to, recovers from, and mitigates the impacts of a wide variety of disasters that could adversely affect the health, safety and/or general welfare of the residents of Miami-Dade County. The Plan provides guidance to Miami-Dade County and local officials on procedures, organization, and responsibilities, as well as provides for an integrated and coordinated local, State and federal response. The Plan establishes a method of operation that spans the direction and control of an emergency from initial monitoring through post-disaster response, recovery, and mitigation.

(8) “Residential Health Care Facilities” (RHCFs) are defined as hospitals, ambulatory surgical centers, and long-term care facilities pursuant to Florida Statutes § 395.002 and § 400.0060.

(9) The State of Florida shall herein be referred to as the "State".

(10) The "Miami-Dade County Office of Emergency Management" shall herein be referred to as the "Miami-Dade Emergency Management." (Ord. No. 99-51, § 3, 5-25-99)

(11) The "Miami-Dade Emergency Operations Center (EOC)" shall be defined as the pre-established, secured, and protected facility from which Miami-Dade County coordinates, monitors, and directs countywide emergency response and recovery activities during a threat of, or an actual disaster.

(12) "Activation of the EOC" shall be defined as the alert, notification, or mobilization of appropriate department, agency or organizational representatives to the EOC in order to initiate the Plan so as to functionally prepare, mitigate, respond and recover from an incident or disaster.

(13) "Lead Agency" shall be defined as the department, agency or organization assigned primary responsibility by the Director to manage and coordinate a specific function pursuant to the Plan. Lead agencies are designated on the basis of their having the most authorities, resources, capabilities, or expertise relative to the accomplishment of the specific function. Lead Agencies will be responsible for maintenance of sections of the Plan related to their assigned function.

(14) "Department Essential employee" shall be defined as a Miami-Dade County employee whose job function(s) is critical to the performance of the employee's department or agency's mission during disaster situations within Miami-Dade County. As such, the absence or non-performance of the employee's job function negatively impacts the department or agency from providing its mission(s) prescribed in the Plan.

(15) "EOC-essential employee" shall be defined as a Miami-Dade County employee whose job function(s) is not critical to the performance of the employee's department or agency's mission during disaster situations within Miami-Dade County. As such, these employees have a pre-assigned job function as a "Disaster Assistance Employee" (DAE) and during EOC activations, the DAEs are activated by the Logistics Section of the Emergency Operations Center.

Section 8B-3. Territorial limits for performance of functions:

The Office of Emergency Management shall perform civil defense, mitigation, preparedness, disaster response, and recovery functions within the territorial limits of Miami-Dade County including incorporated municipalities, and, in addition, shall conduct such functions outside of such territorial limits as may be required pursuant to the provisions of Chapter 252, Florida Statutes, and in accordance with State and Miami-Dade County comprehensive emergency management planning. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-4. Powers of the Board of County Commissioners:

The Board accepts all powers vested in the Office of Emergency Management as created by and defined in Chapter 252, Florida Statutes.

(1) Conduct of Board business in event of a disaster or emergency: If, due to a disaster or emergency as defined herein, it becomes impossible to conduct the affairs of Miami-Dade County government at regular

or usual places, the Board, as the legislative body of Miami-Dade County, may meet upon the call of the Chairperson at any place within the territorial limits of Miami-Dade County. If relocation is required due to the effects of a disaster or emergency, the affairs of the Board shall be lawfully conducted at temporary location(s) until normal facilities can be restored. This section does not in any way dismiss the Board's responsibilities under the Florida State Open Government Sunshine Act, as amended. All reasonable attempts must be made to comply with the requirements of Florida Statutes 286.011.

(2) Termination of a Local State of Emergency: If a Local State of Emergency has been declared by the Mayor or the Chairperson of the Board of County Commissioners in the absence of the Mayor and exceeds thirty (30) days, the Board can terminate the Declaration of a Local State of Emergency by a two-thirds (2/3) majority vote of those present. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-5. Procedure for adoption of ordinances and regulations during disasters or emergencies:

Upon affirmation by the Mayor, or the Chairperson of the Board of County Commissioners in the absence of the Mayor, that a disaster or emergency exists which will affect the health, safety or welfare of the citizens of Miami-Dade County, any such ordinance or regulation adopted and promulgated because of such disaster or emergency shall become enforceable immediately upon promulgation. A copy shall be filed with the Clerk of the Circuit Court as Clerk of the Miami-Dade County Commission within twenty-four (24) hours of its promulgation. Upon failure to file the ordinance or regulation within twenty-four (24) hours, such ordinance or regulation shall not be deemed to have been adopted because of a disaster or emergency and shall have no effect until filed in the Office of the Clerk of the Circuit Court as Clerk of the Miami-Dade County Commission within a period of fifteen (15) days as heretofore provided. (Ord. No. 99-51, § 2, 3, 5-25-99)

Section 8B-6. Powers of the Mayor:

Pursuant to the Code and Florida State law, and to execute the policies and purposes of this Chapter, the Mayor, or the Chairperson of the Board of County Commissioner in the absence of the Mayor is authorized to:

(1) Declare a Local State of Emergency: The Mayor or the Chairperson of the Board of County Commissioners in the absence of the Mayor may declare a Local State of Emergency for a period of up to thirty (30) days for any or all areas of Miami-Dade County in response to the imminent threat of, or an occurring emergency or disaster. The Mayor or the Chairperson of the Board of County Commissioners in the absence of the Mayor must present to the Board an affidavit stating the reasons for the Declaration.

(a) If the Declaration is to exceed thirty (30) days the Mayor, or the Chairperson of the Board of County Commissioners in the absence of the Mayor, shall present to the Board an additional affidavit stating the reasons for the extension.
(b) A Local State of Emergency may be terminated by executive order once conditions that prompted the declaration are no longer a threat.

(2) Ensure the coordination of Local, State, or Federal agencies, and private entities to facilitate disaster or emergency operations.

(3) The Mayor shall be the official representative of Miami-Dade County and speak on behalf of its actions in response to disasters or emergencies. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-7. Duties of the County Mayor:

The Mayor shall be responsible for the overall emergency management function in Miami-Dade County, and keep the Board advised of any actions.

(1) The Mayor may mobilize any or all functional parts of Miami-Dade County government, take special actions and put in place all appropriate regulations that will protect the lives and property of the citizens of Miami-Dade County.

(2) Once a Local State of Emergency has been declared, the Mayor is authorized by the Board to order any or all of the following actions:

(a) Employee Recall Order: An order recalling Miami-Dade County employees from vacation, canceling days off, and mobilizing all personnel required for disaster response;
(b) Authorize the Internal Services Department to suspend normal leasing and bid procedures to procure space, structures or other items under their normal authority for disaster response determined necessary;
(c) Authorize procurement of supplies, equipment, and services without formal bidding procedures;
(d) Evacuation Order: A mandatory order(s) directing the evacuation of appropriate area(s) of Miami-Dade County deemed to be in imminent danger from disaster;
(e) Curfew: In the period before, or during and immediately after an event, an order imposing a general curfew applicable to Miami-Dade County as a whole, or to geographical area(s) of Miami-Dade County and during hours the Mayor deems necessary, and from time to time, to modify the hours the curfew will be in effect and what area(s) it applies to;
(f) An order requiring any or all commercial establishments located in area(s) of imminent or actual danger to close and remain closed until further order;
(g) An order requiring the closure of any or all bars, taverns, liquor stores, and other business establishments where alcoholic beverages are predominantly sold or otherwise dispensed; provided that with respect to those business establishments which are not primarily devoted to the sales of alcoholic beverages, and in which such alcoholic beverages may be removed or made secure from seizure by the public, the portions thereof utilized for the sale of items other than alcoholic beverages may, at the discretion of the Mayor, be allowed to remain open;
(h) An order requiring the discontinuance of the sale, distribution or giving away of alcoholic beverages in any or all parts of Miami-Dade County;
(i) An order requiring the closure of any or all establishments where firearms and/or ammunition are sold or otherwise dispensed; provided that with respect to those business establishments which are not primarily devoted to the sale of firearms and/or ammunition, and in which such firearms or ammunition may be removed or made secure from possible seizure by the public, the portions thereof utilized for the sale of items other than firearms and ammunition may, at the discretion of the Manager, be allowed to remain open;
(j) An order requiring the discontinuance of the sale, distribution or giving away of gasoline or other flammable liquid or combustible products in any container other than a gasoline tank properly attached to a gas powered vehicle;

(k) An order closing to the public any or all public places including streets, alleys, public ways, schools, parks, beaches, amusement areas and public buildings;
(l) In addition to the provisions of Chapter 8A-5 of the Code of Miami-Dade County, orders to prevent price gouging for any essential commodity, dwelling unit, or storage facility;
(m) Orders requesting the conservation of water supplies;
(n) The Mayor shall cause any proclamation ordered by the Board pursuant to the authority of this chapter to be delivered to all news media within Miami-Dade County, and shall utilize whatever available means to give public notice of such proclamation.
(o) Such other orders as are immediately necessary for the protection of life and property; provided, however that any such orders shall, at the earliest practicable time, be presented to the Board for ratification or confirmation in accordance with this chapter.

(3) Appoint a Director of the Office of Emergency Management.

(4) The Mayor will require all Miami-Dade County department and agency directors to develop emergency operations plans, establish staff members who will carry out these plans, represent their agencies during a disaster or emergency, and will make available to the Office of Emergency Management twenty-four (24) hour contact information and a system of notification of key employees.
(a) The directors of all Miami-Dade County departments and agencies that are required to report to and function in the EOC as outlined in the Plan, will appoint no less than six (6) staff members who will form the pool of that department's or agency's representatives that will be assigned to report to the EOC upon activation to represent their department or agency or serve as lead agency for a specific function.
(b) The directors of all Miami-Dade County departments and agencies will designate each staff member as essential or non-essential as defined in § 8B-2 (14-15). The function and responsibilities of "essential" staff will be outlined in the department or agency's preparedness plan pursuant to § 8B-9 (1). The directors shall submit a list of all "EOC-essential" staff members to the Office of Emergency Management each May. These "EOC-essential" staff members will serve in the Disaster Assistance Employee program.

(5) The Mayor or designee shall present an annual emergency preparedness report to the Board and the Mayor. This report, to be presented in writing, shall ensure that the Board and the Mayor are informed on the status of the ability of Miami-Dade County to prepare for, respond to, and manage disasters and emergencies. This report is pursuant to the Citizens' Bill of Rights, Section 10 of the Miami-Dade County Home Rule Charter and F.S. 252.

(6) During training or exercises requiring the participation of any or all Miami-Dade County departments or agencies, it shall be the responsibility of the Manager to ensure appropriate participation by said departments in support of the Plan. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-8. Duties of the Director of the Office of Emergency Management:

The Director shall be responsible for the organization, administration and operation of the Office of Emergency Management, subject to the direction and control by the Mayor. The Director shall coordinate the activities, services and programs for emergency management and disaster response within Miami-Dade County and shall maintain liaison with other emergency management organizations.

(1) The Director or designee shall prepare a Comprehensive Emergency Management Plan and program for the emergency management of Miami-Dade County pursuant to F.S. 252, including, but not limited to elements addressing mitigation activities, preparedness, responses to disasters and emergencies, and recovery operations and submit the Plan and program to the Director of the Division of Emergency Management, State of Florida, for review and certification for consistency with the State Comprehensive Emergency Management Plan and compliance with Federal emergency management mandates.

(2) The Director or designee shall monitor and advise the Mayor of any and all threats, emergencies, or disasters that pose a risk to the lives and safety of the residents of Miami-Dade County, proposing solutions for their decision on how best to protect people and property from imminent danger, or from further damage.

(3) The Director or designee shall procure supplies and equipment, institute training programs, public preparedness information and education programs, manage and coordinate disaster drills and exercises in accordance with the Plan.

(4) Provision of Shelter:

(a) Public Shelter Manager: In cases of national emergency, or local disaster or emergency as defined herein, the Director or designee, may appoint Shelter Managers, who shall open public shelters; take charge of all stocks of food, water and other supplies stored in said shelter; admit the public according to Miami-Dade County's sheltering plan; and take whatever control measures are necessary for the protection and safety of the occupants.

(b) In the event any of the aforementioned public shelters are not available or no longer suitable for use as a shelter for whatever reason, the Director or designee may cause to be opened any publicly owned building within Miami-Dade County for such use as deemed necessary by the Director or designee.

(c) Shelter Managers are authorized to use reasonable restraint against those who refuse to cooperate with the routine of shelter living under emergency conditions. Refusal to carry out the orders of the Shelter Manager and appointed staff shall be deemed an offense punishable by a fine of not more than five-hundred dollars ($500.00) or imprisonment in Miami-Dade County jail of not more than sixty (60) days or by both such fine and imprisonment.

(5) The Director or designee shall, in consultation with all municipalities, concerned agencies, public utilities and state offices, develop an evacuation plan for Miami-Dade County. This plan should be usable for any or all types of emergencies or disasters. It should coordinate the efforts of all local entities allowing for rapid execution in the face of a sudden disaster.

(6) The Director is authorized by the Board to enter into mutual aid agreements in collaboration with other public and private agencies within the State for reciprocal disaster aid and assistance in the event of a disaster or emergency too great to be dealt with unassisted. (Ord. No. 99-51, § 1, 3, 5-25-99)

Section 8B-9. County Department Preparedness Plans:

To facilitate emergency preparedness planning for Miami-Dade County, as required by Florida Statute 252.38 (1)(a), all Miami-Dade County departments, authorities, independent agencies, and constitutional officers shall prepare and annually review and revise emergency preparedness contingency plans pursuant

to directions and guidelines from the Office of Emergency Management. These emergency preparedness contingency plans must identify a baseline of preparedness for a full range of hazard-risks and potential emergencies and must establish a comprehensive and effective program that maintains the continuity of essential departmental functions during any emergency or other situation that disrupts normal operations. Miami-Dade County shall ensure that such contingency plans are consistent with the Plan. (Ord. No. 99-51, § 3, 5-25-99)

(1) These emergency preparedness contingency plans shall be submitted to the Office of Emergency Management by the last day of March each year in an Office of Emergency Management approved format and shall address the following areas:

(a) A departmental or agency risk assessment and vulnerability analysis;

(b) Preparedness and mitigation activities including procedures for employees who perform pre-event activities or shut down critical operations;

(c) Operational procedures of the departmental or agency operations center or command post;

(d) Direction and control including authorities and responsibilities of key personnel and the chain-of-command;

(e) Communications (primary and back-up) systems that will be used to keep employees, on-duty and off-duty, informed of departmental response activities, to coordinate employees in order to carry out departmental missions, to keep in contact with customers and suppliers, and to coordinate with the Miami-Dade EOC;

(f) Life safety procedures including employee alert and notification, assembly and accountability, evacuation procedures, employee/family preparedness and welfare;

(g) Protection of facilities, equipment, supplies, and vital records;

(h) Recovery and restoration of services including employee support, critical asset repair/replacement, and the continuity of operations;

(i) Operating procedures for documenting departmental or agency emergency personnel, equipment, services, and materials expenditures and for their recovery or reimbursement from appropriate local, state, and federal sources;

(j) Public information;

(k) Administration and logistics.

Section 8B-10. Evacuation of Residential Health Care Facilities (RHCFs):

All licensed residential health care facilities (RHCFs) in Miami-Dade County will be required to participate in the Miami-Dade County RHCF program incorporated into the Plan under the guidance of the Office of Emergency Management.

(1) RHCFs located in hurricane evacuation zones and that house stretcher bound patients/residents must coordinate aforesaid patients' evacuation according to the Miami-Dade County Stretcher Bound Patient Evacuation Protocol, referred to in the Plan.

(2) RHCFs are required to take part in an annual disaster drill coordinated by the Office of Emergency Management. (Ord. No. 99-51, § 3, 5-25-99)

(3) All companies licensed by Miami-Dade County to provide non-emergency medical transportation are required to participate in the evacuation of RHCFs as instructed by the Office of Emergency Management.

Section 8B-11. Volunteers and Disaster Assistance Employees:

(1) The recruitment, training and use of individuals as volunteer, Disaster Assistance Employees, and auxiliary emergency preparedness personnel is hereby authorized, and the Director or designee may recruit, train and assign these personnel in accordance with the Plan and as required by the exigencies of a disaster when these personnel are used.

(2) The Director or designee shall mandate training of county employees, activation and assignment of Disaster Assistance Employees as required by the exigencies of a disaster.

(3) No individual receiving instruction as a volunteer activated to assist under the provisions of this chapter, who is not already a Miami-Dade County employee, shall be entitled to receive any benefits, compensation or status as a Miami-Dade County employee. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-12. Penalties:

It is unlawful for anyone to fail or refuse to obey any such order issued by the Mayor, the Board, or the Director or their designee pursuant to this chapter. Anyone convicted of a violation of this section is punishable by a fine of not more than five hundred dollars ($500.00) or by imprisonment for not more than one hundred and eighty (180) days, or both. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-13. Emergency Operations Center Management:

(1) The Director or designee will activate the Miami-Dade EOC in anticipation of, or in response to, a disaster. Pursuant to 8B-7(4) (a), assigned departmental or agency staff members will respond to the EOC when activated. Department directors will ensure that the Office of Emergency Management is maintained with accurate 24-hour contact information for each of these staff members and ensure that appropriate staff reports to the EOC in a timely manner, upon activation. The Office of Emergency Management will assist directors to train the staff representatives in their role and function.

(2) The Director or designee is responsible for the constant readiness of the Miami-Dade EOC and the alert and notification of all representatives for the activation of the Miami-Dade EOC.

(3) In accordance with the Plan, private agencies or organizations may be required by the Director to serve in the Miami-Dade EOC and provide a representative to the Miami-Dade EOC. These agencies or organizations will appoint no less than six (6) staff members who will form the pool of that agency's or organization's representatives that will be assigned to report to the EOC upon activation to represent their agency or organization or serve as lead agency for a specific function. Agency or organization directors will ensure that the Office of Emergency Management is maintained with accurate 24-hour contact information for each of these staff members and ensure that appropriate staff reports to the EOC in a timely manner, upon activation. The Office of Emergency Management will assist directors to train the staff representatives in their role and function.

Section 8B-14 Municipal/Divisional Emergency Operations Centers:

(1) In accordance with the Plan, all incorporated municipalities within the boundaries of Miami-Dade County will be organized into divisions, determined by the Office Emergency Management.

(2) One municipality within each division will be designated by the Director as a Divisional Emergency Operations Center and will be required to send a representative to the Miami-Dade EOC upon activation.

(3) When requested by the Director, each Divisional EOC will activate their municipal EOC facility, send a trained representative to the Miami-Dade EOC, and take whatever actions are necessary to mitigate the effects of, assist in the response to, or recovery from, a disaster.

(4) Once the Director activates the Divisional EOCs, their subordinate municipalities are required to make requests in accordance with the Plan.

Section 8B-15. Planning related to Special Facilities:

(1) Special facilities are those institutions or organizations whose populations are dependent upon the institution for transportation.

(2) Special facilities are required to have a plan in place to be self-sufficient in an emergency that would require evacuation of their facility due to a natural or technological disaster.

(3) These institutions include, but are not limited to assisted living facilities, schools (public and private), day care centers, elderly centers or other organizations.

(4) The Plan will include provisions to allow these institutions to incorporate within their plans the use of reception centers, alert and notification and family reunification services.

Section 2. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 3. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida. The sections of this ordinance may be renumbered or re-lettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

Section 4. This ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by the Board.

Section 5. This ordinance does not contain a sunset provision.

SITUATION AND ASSUMPTIONS

Situation[6]

The primary mission of emergency management in Miami-Dade County is to support our community's disaster preparedness, response, recovery, and mitigation needs through the coordination of information and resources. Due to the County's coastal geography and other factors there are several hazards that pose a risk to Miami-Dade County. The Miami-Dade County THIRA, contains a detailed risk assessment of the County's hazards and the risks they pose. The THIRA is the main hazard assessment for disaster planning and is recognized as the hazard assessment section of the CEMP.[7]

PART 1 – HAZARD ANALYSIS

General Profile

Miami-Dade County is the third largest county in the state, with an area of 2,431 square miles; 1,946 square miles of land and 485 square miles of water. The Everglades National Park encompasses one-third of the entire county. Most of the land is close to sea level with an average elevation of 6 feet above sea level. Most of the county's water mass is comprised of the Biscayne Bay area and the Atlantic Ocean.

Miami-Dade County possesses one of the largest coastal populations on the eastern seaboard. A population density of this magnitude poses exceptional problems in terms effectively managing an emergency or disaster.

Climate

The climate of a region is determined by the monthly or longer weather patterns that exist within a specified area. Miami-Dade County, in Southern Florida, has a sub-tropical climate with high humidity and precipitation. The seasons are determined by the amount of, and changes in, precipitation. The rainy season usually begins in late May and ends in mid-October, subjecting Miami-Dade County to thunderstorms, tropical storms, and hurricanes. The average annual precipitation in the county is 60.5 inches compared to Florida's annual average of 54.57 inches. The average temperature during the rainy season is in the lower 80s (degrees F) in Miami-Dade County.

Total precipitation in Miami-Dade County varies greatly between the rainy and dry seasons, peaking at 10 inches in June and dipping to 2 inches or less in December and January. The dry season lasts from mid-October to late May and has an average temperature in the lower 70s (degrees F) in Miami-Dade County. The Gulf Stream is a major influence in South Florida's climate, with rare extremes of over 100 °F or below 32 °F. The average annual temperature of Miami-Dade County is 77.2 °F.

Population & Demographics

Miami-Dade County has experienced a steady and rapid population growth, particularly in the 1960s and 1970s. Population doubled from 1960 to 1990. Projected growth through 2025 is expected to follow a similar trend, albeit at a somewhat slower rate. The principal driver of population growth has been and will continue to be immigration. Net immigration is projected to reach over 240,000 persons in the period 2020-

[6] EMAP 4.1.1

[7] StormReady Guideline 3.1

2025. Clearly the effects of immigration over the past 41 years have dramatically shaped the ethnic composition of Miami-Dade County. It is expected that there will be a more moderate augmentation of Hispanics as the dominant ethnic group.

Official 2015 population estimates for all jurisdictions within Miami-Dade County are presented in Table 1.1 below. The most current estimated countywide population of Miami-Dade County is 2,693,117 people. The most populated city in Miami-Dade County is Miami, with an estimated 441,003 residents. Despite the many incorporated areas, an estimated 44% of the countywide population lives in the unincorporated portion of the County. Between 2010 and 2015, Miami-Dade County as a whole had a growth rate of 7.9%.

TABLE 1.1. POPULATION ESTIMATES FOR MIAMI-DADE COUNTY (2000 - 2015)

Source	July 1, 2015	April 1, 2010	April 1, 2000	2010-2015			2000-2010		
	2015 Pop. Estimate	2010 Census	2000 Census	Total Change	Percent Change	Average Annual Change	Total Change	Percent Change	Average Annual Change
State of Florida	20,271,272	18,801,310	15,982,824	1,469,962	7.8%	1.6%	2,818,486	17.6%	1.8%
Miami-Dade County	2,693,117	2,496,435	2,253,779	196,682	7.9%	1.6%	242,656	10.8%	1.1%
Aventura	37,649	35,762	25,267	1,887	5.3%	1.1%	10,495	41.5%	4.2%
Bal Harbour	2,877	2,513	3,305	364	14.5%	2.9%	-792	-24.0%	-2.4%
Bay Harbor Islands	6,036	5,628	5,146	408	7.2%	1.4%	482	9.4%	0.9%
Biscayne Park	3,216	3,055	3,269	161	5.3%	1.1%	-214	-6.5%	-0.7%
Coral Gables	51,117	46,780	42,249	4,337	9.3%	1.9%	4,531	10.7%	1.1%
Cutler Bay	44,865	40,286	0	4,579	11.4%	2.3%	40,286	Not Available	Not Available
Doral	56,035	45,704	0	10,331	22.6%	4.5%	45,704	Not Available	Not Available
El Portal	2,491	2,325	2,505	166	7.1%	1.4%	-180	-7.2%	-0.7%
Florida City	12,122	11,245	7,843	877	7.8%	1.6%	3,402	43.4%	4.3%
Golden Beach	972	709	919	263	37.1%	7.4%	210	-22.9%	-2.9%
Hialeah	237,069	224,669	226,419	12,400	5.5%	1.1%	-1,750	-0.8%	-0.1%
Hialeah Gardens	23,926	21,744	19,297	2,182	10.0%	2.0%	2,447	12.7%	1.3%
Homestead	66,498	60,512	31,909	5,986	9.9%	2.0%	28,603	89.6%	9.0%
Indian Creek	91	86	33	5	5.8%	1.2%	53	160.6%	16.1%
Key Biscayne	12,990	12,344	10,507	646	5.2%	1.0%	1,837	17.5%	1.7%
Medley	851	838	1,098	13	1.6%	0.3%	-260	-23.7%	-2.4%
Miami	441,003	399,457	362,470	41,546	10.4%	2.1%	36,987	10.2%	1.0%
Miami Beach	92,312	87,779	87,933	4,533	5.2%	1.0 %	-154	-0.2%	0.0%

Source	July 1, 2015	April 1, 2010	April 1, 2000	2010-2015			2000-2010		
	2015 Pop. Estimate	2010 Census	2000 Census	Total Change	Percent Change	Average Annual Change	Total Change	Percent Change	Average Annual Change
Miami Gardens	113,187	107,167	0	6,020	5.6%	1.1%	107,167	Not Available	Not Available
Miami Lakes	30,972	29,361	0	1,611	5.5%	1.1%	29,361	Not Available	Not Available
Miami Shores	10,831	10,493	10,380	338	3.2%	0.6%	113	1.1%	0.1%
Miami Springs	14,490	13,809	13,712	681	4.9%	1.0%	97	0.7%	0.1%
North Bay Village	8,302	7,137	6,733	1,165	16.3%	3.3%	404	6.0%	0.6%
North Miami	62,435	58,786	59,880	3,649	6.2%	1.2%	-1,094	-1.8%	-0.2%
North Miami Beach	43,971	41,523	40,786	2,448	5.9%	1.2%	737	1.8%	0.2%
Opa-Locka	16,565	15,219	14,951	1,346	8.8%	1.8%	268	1.8%	0.2%
Palmetto Bay	24,642	23,410	0	1,232	5.3%	1.1%	23,410	Not Available	Not Available
Pinecrest	19,452	18,223	19,055	1,229	6.7%	1.3%	-832	-4.4%	-0.4%
South Miami	12,242	11,657	10,741	585	5.0%	1.0%	916	8.5%	0.9%
Sunny Isles Beach	22,123	20,832	15,315	1,291	6.2%	1.2%	5,517	36.0%	3.6%
Surfside	6,024	5,744	4,909	280	4.9%	1.0%	835	17.0%	1.7%
Sweetwater	20,840	13,499	14,226	7,341	54.4 %	10.9%	-727	-5.1%	-0.5%
Virginia Gardens	2,487	2,375	2,348	112	4.7%	0.9%	27	1.1%	0.1%
West Miami	6,949	5,965	5,863	984	16.5%	3.3%	102	1.7%	0.2%
Unincorporated	1,185,485	1,109,799	1,204,711	75,686	6.8%	1.4%	-95,134	-7.9%	-0.8%

Source: 2000 Census, 2010 Census, 2015 Population Estimates

TABLE 1.2. POPULATION CHANGE FOR MIAMI-DADE COUNTY, 1980 THROUGH 2015

	Population					Percent Change			
	2015	2010	2000	1990	1980	2010 to 2015	2000 to 2010	1990 to 2000	1980 to 1990
State of Florida	20,271,272	18,801,310	15,982,824	12,938,071	9,746,961	7.8%	17.6%	23.5%	32.7%
Miami-Dade County	2,693,117	2,496,435	2,253,779	1,937,194	1,625,509	7.9%	10.8%	16.3%	19.2%

Source: 1980 Census, 1990 Census, 2000 Census, 2010 Census, 2015 Population Estimates

TABLE 1.3. RANK OF FLORIDA COUNTIES BY POPULATION SIZE (TOP 5 COUNTIES)

	Name	Population					Percent of State Population				
		2015	2010	2000	1990	1980	2015	2010	2000	1990	1980
	Florida	20,271,272	18,801,310	15,982,824	12,938,071	9,746,961	100%	100%	100%	100%	100%
1	Miami-Dade	2,693,117	2,496,435	2,253,779	1,937,194	1,625,509	13.3%	13.3%	14.1%	14.9%	16.7%
2	Broward	1,896,425	1,748,066	1,623,018	1,255,531	1,018,257	9.4%	9.3%	10.1%	9.7%	10.4%
3	Palm Beach	1,422,789	1,320,134	1,131,191	863,503	576,758	7.0%	7.0%	7.0%	6.7%	5.9%
4	Hillsborough	1,349,050	1,229,226	998,948	834,054	646,939	6.7%	6.5%	6.2%	6.4%	6.6%
5	Orange	1,288,126	1,145,956	896,344	677,491	470,865	6.4%	6.1%	5.6%	5.2%	4.8%

Source: 1980 Census, 1990 Census, 2000 Census, 2010 Census, 2015 Population Estimates

TABLE 1.4. POPULATION BY RACE AND HISPANIC ORIGIN (2015)

Name	Total Population	Non-Hispanic				Hispanic
		White	Black	Asian	Other	
United States	321,418,821	61.5%	12.3%	5.3%	3.3%	17.6%
Florida	20,271,272	55.1%	15.5%	2.6%	2.2%	24.5%
Miami-Dade County	2,693,117	14.2%	16.7%	1.4%	1.0%	66.7%

Source: 2015 American Community Survey 1-Year Estimates, DP05 Demographic and Housing Estimates

Political Governance

There are 34 municipalities that govern independently from the County. The local governments are responsible for zoning and code enforcement, police and fire protection, and other city services required within each jurisdiction. The Unincorporated Municipal Services Area (UMSA) covers the residents of all the unincorporated areas within the county.

The structure of the County government has an elected official, Executive Mayor, and the Board of County Commissioners with 13 elected members, each serving a four-year term. The Mayor is not a part of the Board of County Commissioners but has the veto power over the Board. The Mayor directly oversees the majority of the operations of the County. The Board of County Commissioners is the legislative branch that oversees the legislation, creates departments, and business operations. Miami-Dade County is the only county in Florida without an elected Sheriff. The Miami-Dade Police Department Director, who serves as the Metropolitan Sheriff, is appointed by the Mayor.

Miami-Dade County Departments:

• Animal Services	• Juvenile Services
• Audit and Management Services	• Libraries
• Aviation (Miami International Airport)	• Management and Budget
• Communications	• Medical Examiner
• Community Action and Human Services	• Parks, Recreation and Open Spaces
• Corrections and Rehabilitation	• Police
• Cultural Affairs	• Public Housing & Community Development
• Elections	• Regulatory and Economic Resources
• Finance	• Seaport (Port Miami)
• Fire Rescue	• Solid Waste Management
• Human Resources	• Transportation and Public Works
• Information Technology	• Water and Sewer
• Internal Services	

Built Environment

The term built environment refers to the human-made surroundings that provide the setting for human activity, ranging in scale from personal shelter and buildings to neighborhoods and cities that can often include their supporting critical infrastructure (bridges, water treatment, highways, etc.) and key resource (schools, museums, etc) assets. The built environment is a material, spatial and cultural product of human labor that combines physical elements and energy in forms necessary for living, working and playing. In urban planning, the phrase connotes the idea that a large percentage of the human environment is man-made, and these artificial surroundings are so extensive and cohesive that they function as organisms in the consumption of resources, disposal of wastes, and facilitation of productive enterprise within its bounds. See Figure 17 for Miami-Dade Land Use Maps.

The built environment can be organized into three broad categories, which are detailed more thoroughly in the Physical Vulnerability Assessment. These categories, and their respective subcategories, include:

Critical Infrastructure

- Airport
- Chemical Sector
- Communications
- Energy Sector
- Freight
- Information Technology
- Monuments and Icons
- Pipelines
- Solid Waste Facilities
- Transit
- Water / Wastewater Treatment

Key Resources

- Banking & Finance
- Commercial Sector
- Critical Manufacturing Sector
- Defense Industrial Base
- Emergency Services
- Food and Agriculture Sector
- Healthcare
- Schools
- Universities
- Other Key Resources

- Waterways / Ports

Building Stock

- Commercial & Industrial Buildings
- Governmental Buildings
- Housing Stock

Economy

According to the Miami-Dade Analysis of Current Economic Trends (2015:Q4), the four most rapidly growing industries for employment in Miami-Dade during the period of 2010 through 2015 are Leisure and Hospitality with an increase of 31.2%, Professional and Business Services with an increase of 27.1%, Financial Activities with an increase of 21.1%, and Retail Trade with an increase of 20.4%. The Miami-Dade County unemployment rate in 2015:Q4 was 6.1% with 81,200 residents unemployed (Figure 5). Looking at per capita personal income, Miami-Dade is lagging behind at $43,278 compared to Florida at $44,429 and nationally at $48,112.[8]

The two significant external generators of economic activity in Miami-Dade County are international trade, and tourism. While there is no rigorous way to determine the weight of international trade and tourism in the Miami-Dade economy, without doubt, both of these external sectors are vital components for a healthy and growing local economy.

While the Miami-Dade coastline tends to attract the most tourists, tourism in the entire Greater Miami area continues to be an important component of the overall Miami-Dade County economy. Since 1980, tourism, as measured by overnight visitors, has grown steadily from just over 6.7 million in 1980 to 15.5 million total visitors in 2015. Tourists spent approximately $24.4 billion in 2015, a 2.3 percent increase from the previous year.[9] As a result of this, over 12% of those employed in Miami-Dade County work in the Leisure and Hospitality sector (Figure 5).[10]

Emergency Management Support Facilities

Emergency management support facilities come in a variety of different forms depending upon the variety and extent of the hazard being addressed. The following have been identified and established for the support of the Miami-Dade County emergency response and recovery effort:

1. Miami-Dade County Primary and Back-up Emergency Operations Centers (EOCs);
2. Miami-Dade Divisional EOCs;
3. Staging sites (personnel);
4. Staging sites (material);
5. Logistical Centers (perishable goods);
6. Logistical Centers (non-perishable goods).

[8] Florida Legislature's Office of Economic & Demographic Research, http://edr.state.fl.us/Content/area-profiles/county/miamidade.pdf

[9] Greater Miami Convention and Visitors Bureau

[10] Bureau of Labor Statistics (2015)

PART 2 – NATURAL HAZARDS

Human populations have been subject to natural hazards for their entire history. Pestilence, plague, drought, floods, severe storms have all taken their toll through the ages. Natural hazards are indeed natural but their reality is that they threaten life, property, and economic stability. The impacts of natural hazards are sometimes predictable. The impact of floods, for example, the extent, areas subject to flooding, and the expected dollar damage have been predicted through flood hazard mapping and computer damage models. However, the impacts of other events are arbitrary and dependent upon a variety of interrelated and compounding factors that increases a community's vulnerability.

The THIRA provides detailed information regarding the natural hazards mentioned below that could impact Miami-Dade County.

- Animal and Plant Disease Outbreak
    - Silverleaf Whitefly
    - Tomato Yellow Leaf Curl Virus
    - Laurel Wilt
    - Giant African Land Snail
- Dam/Dike Failure
- Drought
- Earthquake
- Epidemic/Pandemic
- Erosion
- Extreme Heat
- Flood
- Hailstorms
- Hurricane/Tropical Storm
    - Storm Surge
- Landslide
- Lightning
- Salt Water Intrusion
- Sea Level Rise
- Severe Storm
- Sinkhole
- Space (i.e. Meteorites, CMEs, Solar Flares)
- Tornado
- Tsunami
- Volcano (i.e. Ash, Dust)
- Wildfire
- Windstorm
- Winter Storms & Freezes

The natural hazards with a medium or high risk ranking per the Miami-Dade THIRA are described below.

Hurricanes and Tropical Storms

Southeast Florida has experienced 35 hurricanes between 1994 and 2016. Nine of these storms have been "major hurricanes" (Category 3 or above). Miami-Dade County's low and flat topography coupled with a significant number of coastal residents are factors that increase risk during an evacuation due to the arrival of a hurricane. Over 1.9 million residents are required to evacuate in the event of a Category 5 hurricane. Evacuation of these residents and visitors is achievable, however, factors such as landfall and hurricane intensity requires technology to gauge clearance time. In addition, clearance time must be considered for surrounding counties. The clearance time becomes shorter if the size of the storm, or its predicted landfall, requires the evacuation of adjacent counties, especially Broward or Monroe. The problems that arise from merging the evacuees from both Miami-Dade and Broward Counties may extend clearance times beyond reasonable limits. As a result, Miami-Dade County residents are discouraged from evacuating out of the County unless they are utilizing air transportation or evacuate very early.

The threat from storm surge represents a serious hazard to the barrier island communities and the entire southern half of the County. During Hurricane Andrew in 1992, record high flooding occurred due to 17 feet of storm surge. In addition, flooding due to torrential rainfall (inundation) poses a serious threat in portions of Miami-Dade County. Refer to Figure 21 for Storm Surge Planning Zones.

Pre-landfall hazards associated with a hurricane also pose a significant threat to a successful evacuation. Residents have a tendency to delay evacuation until the last minute which results in overflowing roadways and traffic jams. Torrential rains and tropical storm force winds associated with the outer bands of a hurricane frequently render evacuation routes impassable long before the predicted landfall of the eye of the storm. In accordance with a wind effects report distributed by the Florida Institute of Technology, Tropical Storm Force Winds (TSFW) can down trees and power lines, blow out windows, blow down signs, cause flying debris, structural collapse and cause vehicles to overturn and deviate from their course.[11] It is the policy of Miami-Dade County to plan for the effects of TSFWs on preparedness activities and evacuation procedures.

When TSFWs (one minute sustained 34 knots or 39 mph winds) occur, countywide evacuation and pre-storm preparatory activities cease. At this time, county facilities and response agencies, including the Miami-Dade EOC, begin "lock down". All on-duty personnel are required to report to a secure duty station, and vehicular traffic flow is prevented. In some instances where weather conditions do not deteriorate uniformly across the county, departments and response agencies may make exceptions to extend preparedness activities beyond the "lock down". However, such exceptions are specified in department disaster response plans. Each department's plan must specify the conditions and the criteria used to determine the need for an extension. The Miami-Dade OEM strongly recommends that the safety of first responders and county employees be the chief concern when drafting extension procedures.

The potential for property damage resulting from a major hurricane represents one of Miami-Dade County's most serious threats. Hurricane Andrew, a small, fast moving Category 5 storm struck the sparsely populated agricultural area of southern Miami-Dade County, where only 300,000 of the County's residents lived. The resulting damage from this storm totaled over $27 billion and posed a serious economic threat to a number of Miami-Dade's municipalities, the County, and the insurance industry at large. A Category 5 hur-

[11] Pinelli, Jean-Paul, Subramanian, & Chelakara. "Wind Effects on Emergency Vehicles." Report prepared for the Division of Emergency Management, Florida Division of Community Affairs. August 31, 2003

ricane striking in the more populated regions of the county would put over 2.4 million residents at risk and could easily result in losses of such proportions that the financial health of the county, its municipalities and many businesses in the private sector would be placed in jeopardy. A disaster of this magnitude would also pose a serious threat, on a national level, to the banking and insurance industries as well as the general economy of the country.

Tornadoes and Thunderstorms and Lightning Storms

Tornadoes during the winter and spring tend to be more powerful though due to the presence of the jet stream. Historically, Florida's most deadly tornado outbreaks occur in the spring. Tornados, though, occur in the greatest number during June, July and August, but these are typically small, short-lived events that can produce minor damage and seldom take lives.

Unlike the rest of the nation, strong to violent tornadoes in Florida are just as likely to occur after midnight as they are during the afternoon. This unique feature makes Florida tornadoes very dangerous because most people are asleep and do not receive adequate weather warnings. Additionally, Miami-Dade County has over 60 mobile home parks that are particularly vulnerable to the high winds associated with severe thunderstorms and tornadoes.

Florida is the most lightning-prone area in the United States. In fact, lightning alone kills more people annually in Florida than all other weather hazards combined. Severe thunderstorms and lightning strikes are traditionally responsible for the most frequent damage in Miami-Dade County. Windstorm damage resulting from downbursts and squall lines frequently knocks down trees and power lines. On rare occasions, lightning strikes are responsible for triggering wild land fires, damaging electrical transformers, and causing roof damage.

Flooding

Much of Miami-Dade County is susceptible to localized flooding, particularly during the rainy season of June through October. One area in particular experiences s on a regular basis. Known as the 8½ square mile area, it is located west of the L-31N Levee, between SW 104th Street on the north and SW 168th Street on the south. The mean elevation of Miami-Dade County is a relatively flat 11 feet. The County's flat terrain causes extensive "ponding" due to the lack of elevation gradients to facilitate "run-off".

The South Florida Water Management District (SFWMD) is responsible for water management in Miami-Dade County. The engineered system is designed to retain water in certain areas and, through a series of flood control gates, drain the excess water into Biscayne and Florida Bays. Bay salinity constraints limit this drainage system to a maximum flow of one inch of water drained every twenty four-hours.

In Miami-Dade County, serious flooding can occur near rivers and canals, as well as in urban areas, due to poor percolation rates and low elevations. Recent construction in previously uninhabited areas of Miami-Dade County has led to exposure from flooding due to a susceptibility to small changes in groundwater elevations. After heavy periods of rain, those areas revert to their swampy origins, causing isolation of residences and businesses, damage to roadways and utilities, contamination of water supplies, and an interruption of essential emergency services.

Droughts, Hot & Cold Weather, and Contaminated Water Supplies

Miami-Dade County's agricultural industry covers an area in excess of 80,000 acres or approximately six percent of the total land area of the County. Crops are grown year round with the primary season between October and March. Local agriculture is susceptible to freezes, drought, flooding, diseases, and pests. Since the primary growing season does not coincide with the rainy season, most of the water needed to irrigate crops comes from wells. In times of drought, the use of well water for crop irrigation lowers the water table. The lowered water table becomes exposed to salt water which seriously compromises the County's potable water supplies.

Miami-Dade County obtains its potable water supply from the Biscayne Aquifer, which is primarily replenished by rainwater. In times of drought, water is supplied by the South Florida Water Management District regional system. It should be noted however, that the regional system is designed to supplement Miami-Dade wells not replace them. Over-pumping the well fields in time of drought can lead to salt water intrusion and a permanent compromise of Miami-Dade's potable water supply. South Florida Water Management has constructed levees to aid in the protection of the county's well fields from salt water intrusion.

Miami-Dade County has experienced temperatures of 35ºF or lower on 85 occasions since 1948. In each case, the low temperature occurred in a period from late-November to early-March with the peak number of events occurring in January. Demands for electricity during unusually hot or cold weather results in the interruption of service and increases the probability of rolling brownouts.

Wildfires

Thousands of acres of land in Miami-Dade County are covered with either wild grasses or forests. This land is most vulnerable to wildfire at the height of the dry season, which extends from January through May. The largest number of lightning generated fires, however, coincides with maximum thunderstorm activity and peaks in July. The most common causes of wildfires within the County are:

- Arson;
- Carelessness by smokers;
- The burning of debris;
- Operation of heavy equipment;
- Children playing with matches.

The rapid western development of Miami-Dade County increases the vulnerability of the population and wildlife to wildfires. These fires now threaten what were once the rural and unpopulated regions of west Miami-Dade. In addition to structural, environmental, and agricultural damage, health and safety issues now arise from the inhalation and poor visibility due to smoke in the now more densely populated regions of west Miami-Dade.

Public Health Hazards

Disasters, almost by definition, involve health risks. It is important to remember that disasters are a multi-faceted challenge and include the public health consequences of geophysical hazards, industrial/technological accidents, terrorist events, and biological disasters, such as Ebola outbreaks and E. coli contamination.

The THIRA provides detailed information regarding the public health hazards mentioned below that could impact Miami-Dade County. These public health hazards, depending on cause and origin, are classified for the purpose of the THIRA as either being natural, technological or human-caused hazards.

- Animal and Plant Disease Outbreak
- Food Borne Illness Incident
- Terrorism – Biological (Category A, B, and C Agents)
- Epidemic/Pandemic
- Water/Wastewater Incident

Epidemic/Disease/Exotic Pests

Miami-Dade County health officials closely monitor public health for the reintroduction of previously controlled or eradicated diseases as well as newly evolving diseases such as Colombian Hemorrhagic Fever, Ebola, Avian Flu, Zika, Chikungunya Virus, and the new forms of Dengue Fever. Our proximity to the Caribbean basin, Central and South America, our sub-tropical climate, and the "gateway" status maintained by the County's transportation industry, requires constant vigilance in the disease prevention arena. Emphasis on preventative public health measures such as Bio-Watch, vector control; water purification, sanitary waste disposal, health inspections, and public health education have been put in place to mitigate these potential disasters.

A major challenge associated with maintaining "gateway" status is not only preventing the introduction of contagious disease but the introduction of agricultural disease such as citrus canker and the Mediterranean fruit fly which could destroy our agricultural sector.

Climate Change

The projected changes in the climate pose several challenges for Miami-Dade County. Future changes in the climate may exacerbate the frequency and impacts of the hazards previously mentioned. Longer more severe dry seasons coupled with shorter duration wet seasons, consisting of higher volume precipitation, will generate a pattern of drought and flood events that can impact our entire ecosystem.

The predictions for climate change are as follows: increased air and ocean temperatures; changes in precipitation with wetter wet seasons and dryer dry seasons; more extreme hot and cold weather events; increased coastal erosion; continuous sea level rise; increased development of tropical diseases in plants, wildlife, and humans; increased strains upon and costs in infrastructure mitigation. The section below further discusses those hazards which are of particular concern to Miami-Dade County.

Wind Events

Impacts from wind related events such as tornados, thunderstorms, and tropical cyclones may be enhanced due to climate change.

South Florida has a high propensity for hurricane activity since it is vulnerable to both Atlantic and Caribbean hurricanes. The primary climatic effects of hurricanes are high wind, storm surge, and heavy rains. (Refer to Figure 21 for Storm Surge Planning Zones.) Scientists predict that climate change is likely to exacerbate a hurricane's effects; however, precisely how remains uncertain. Higher water temperatures in the Atlantic Ocean and Gulf of Mexico may cause more intense hurricanes, which can create more damage to coastal and inland habitations, and infrastructure. *(Elsner 2006; Peterson et al. 2007; USNOAA 2008;*

USEPA CRE 2008).[12] Hurricanes have potential to impact all areas of Miami-Dade County, depending upon their origin, makeup and path. Most hurricanes have heavily impacted county residents, without displaying heavy winds or structural damage, as earlier, more powerful storms (i.e., Andrew, 1992) have displayed with entire communities being destroyed. Weather forecasters and emergency managers must consider a hurricane's potential for flooding, and not just structural damage, when a storm is impending. Effects from more intense hurricanes coupled with more severe storm surges, (resulting from higher sea levels), will result in greater damage and reach further inland.

Flooding and Sea Level Rise

Impacts from water related events such as flooding due to sea level rise may be enhanced due to climate change. Scientists have predicted that global sea level rise is one of the most likely effects of global warming. Along much of the Florida coast, the sea level already has risen seven to nine inches per century. Sea level rise will change coastlines in many ways (USEPA CRE 2008; Volk 2008; Bollman 2007; Titus 1998)[13], including erosion with landward migration of coastlines, and barrier island disintegration. NOAA defines beach erosion as "the carrying away of beach materials by wave action, tidal currents, or wind." Coastal erosion is a natural process even in pristine environments; however, in areas where human activity negatively impacts the shoreline, coastal erosion can become a serious problem. It is estimated that coastal erosion in the U.S. costs $700 million annually (National Sea Grant Office).

Coastal areas within Miami-Dade County may see higher levels of storm surge with greater impacts to structures and infrastructure. Inland, canal and groundwater elevations when combined with seasonal rainfall variations and the volume of precipitation produced by a potential storm, will result in a definite flood hazard. Miami-Dade County residents will be at greater risk should these hazardous events begin to occur more frequently and with higher intensity in the future.

Droughts and Wildfires

As the climate changes, increased air temperature will cause increased evaporation contributing to drought conditions. The increased dry environment and lack of water will also be a concern as it relates to the occurrence of wildfires and the impact that drought conditions will have on Miami-Dade County's agricultural industry. The south-end of Miami-Dade County depends on the farming of agricultural crops for their eco-

[12] Elsner, James B. 2006. Evidence in support of the climate change-Atlantic hurricane hypothesis. Geophysical Research Letters 33 (L16705): 1-3.

Peterson, Charles H., Richard T. Barber, Kathryn L. Cottingham, Heike K. Lotze, Charles A. Simenstad, Robert R. Christian, Michael F. Piehler, and John Wilson. 2007. "Natural estuaries". SAP 4.4: Adaptation options for climate-sensitive ecosystems and resources. Washington, D.C.: United States Environmental Protection Agency.

United States National Oceanic and Atmospheric Administration (USNOAA) 2008. Draft Climate Change Handbook, National Oceanic and Atmospheric Administration, National Marine Fisheries Service.

United States Environmental Protection Agency Climate Ready Estuaries (USEPA CRE) 2008. *Draft synthesis of adaptation options for coastal areas.* Distributed at NEP National Meeting, 26 February 2008. 26 pp.

[13] United States Environmental Protection Agency Climate Ready Estuaries (USEPA CRE) 2008. *Draft synthesis of adaptation options for coastal areas.* Distributed at NEP National Meeting, 26 February 2008. 26 pp.

Volk, Michael. 2008a. An analysis of strategies for adaptation to sea level rise in Florida. Gainesville, FL: University of Florida. 143 pp.

Volk, Michael. 2008b. Summary of research on strategies for adaptation to sea level rise in Florida. Gainesville, FL: University of Florida. 25 pp

Bollman, Nick. 2007. Florida's resilient coasts: a state policy framework for adaptation to climate change. Ft. Lauderdale, FL: Florida Atlantic University Center for Urban and Environmental Solutions. 38pp.

Titus, J.G. 1998. "Rising seas, coastal erosion, and the takings clause: how to save wetlands and beaches without hurting property owners". Maryland Law Review 57 (4) 1279-1399.

nomic livelihood. As a result of increased drought conditions, the County will have to implement water restriction measures to ensure water is available to its residents.

Epidemic, Diseases and Exotic Pests

Climate change will affect pest and insects by altering reproductive cycles, feeding and predation, and mismatching with host plants and pollinators *(Backlund et al.2008)*.[14] Warmer temperatures and changes in precipitation affect the spread and distribution of zoonotic diseases (diseases spread through animals) as infectious carriers, such as mosquitoes and ticks. Infected insects can carry infectious diseases to humans (i.e. dengue fever and viral hemorrhagic fever), which can sometimes be deadly.

The effects of disease in marine organisms are likely to become more severe, since warmer temperatures generally favor the development of pathogens relative to their hosts *(Harvell et al. 2002).*[15] As a consequence, there will be an increased cost in preventative measures undertaken to limit the spread of diseases caused by insects, animals and marine organisms.

PART 3 – TECHNOLOGICAL HAZARDS

In many respects, life in the 21st century is dependent on technology. Life's basic requirements of food, shelter, and clothing are no longer available except through manufactured means. Food production, housing, heating, and transportation to our work locations are all dependent upon technology.

Miami-Dade County is part of an industrialized region of the nation and has a very dynamic and complex infrastructure. It has important transportation networks; an international airport; large wholesale centers for the exchange and distribution of goods; and is a major economic power in the state of Florida. The county's infrastructure, large residential population, and highly industrialized nature make it vulnerable to technological hazards.

Unlike natural hazards that are often forecast, technological hazards are sudden and unexpected. Technological hazards include hazardous materials releases, large-scale fires, structural failures, transportation incidents, and utility failures. In many cases, the risks are minimized through engineered safety mechanisms, but in others the risk is magnified due to aging infrastructure and security vulnerabilities. Technological hazards can result in incidents that range in size from those that are easily contained, to those that can overwhelm Miami-Dade County's ability to respond. Technological hazards pose a credible risk to the County and this will continue to do so due to our society's growing dependence on technology.

The Threat and Hazard Identification and Risk Assessment (THIRA) provides detailed information regarding the technological hazards mentioned below that could impact Miami-Dade County.

- Coastal Oil Spill
- Electric Utility Failure
- Hazardous Materials Release
- Nuclear Power Plant Release

[14] Backlund, P., A. Janetos, and D. Schimel 2008. The effects of climate change on agriculture, land resources, water resources, and biodiversity in the United States. Washington, DC: U.S. Climate Changes Science Program. 202 pp.

[15] Harvell, C.D. C.E. Mitchell, J.R. Ward, S. Altizer, A. Dobson, R.S. Ostfeld, and M.D. Samuel, 2002. Climate warming and disease risks for terrestrial and marine biota. Science 2962159-2162.

- Structural Fire
- Transportation Incident (i.e. Highway and/or Rail Incident)
    - Airplane Crash
- Water/Wastewater Incident

Hazardous Materials Incidents

Miami-Dade County's residents are vulnerable to the harmful effects of either the accidental or intentional release of hazardous materials. Large volumes of hazardous materials are routinely transported to, from and through the county by railroad, highway, air, water, and pipeline. Within Miami-Dade County, there are a number of private, fixed, and mobile facilities that produce, use, and store, hazardous materials. Miami-Dade County routinely performs a hazardous materials hazard analysis of all identified Facilities that are delineated in the Super Fund Amendments and Reauthorization Act (SARA) Title III. Coordinating procedures for hazardous materials response may be found in the Miami-Dade County Fire Rescue Department (MDFR) Hazardous Materials Operations Guide.

Nuclear Power Plant

The Turkey Point Nuclear power plant is located in the southeastern portion of Miami-Dade County adjacent to Biscayne Bay and approximately 10 miles south of Cutler Ridge. Nine of the ten areas that comprise the ten-mile plume exposure pathway are within Miami-Dade County. The 50-mile ingestion exposure pathway is inclusive of all of Miami-Dade and parts of its contiguous counties. The Florida Division of Emergency Management (FDEM) has the overall responsibility for the coordination of any response to a nuclear power plant emergency by federal, state or local agencies. Miami-Dade County's immediate responses for protecting its residents in the event of a nuclear power plant emergency are contained in the Turkey Point Response Plan which can be found in Volume IV of the CEMP.

Coastal Oil Spills

Miami-Dade County has 368 miles of coastline subject to contamination caused by an oil spill. (Figure 9) The responsibility for the preparation of response plans for coastal oil spills lies with the Florida Department of Environmental Protection and the United States Coast Guard. Please refer to the Oil Spill Response Plan located in Volume IV of the CEMP.

PART 4 – HUMAN-CAUSED HAZARDS

The world has witnessed a growing number of politically or criminally motivated incidents (hazards) that have had a significant impact on the global social environment. These hazards constitute deliberate acts (violent or non-violent) that have a direct relation to political motives and/or events. These acts have a significant effect on the community's safety, social environment, and economy.

In the past decade, terrorism has had a significant influence on the daily lives of Americans. The consistent attacks abroad and intermittent attacks within the United States have made all communities more conscious of the growing risks and vulnerabilities in a free environment. The advancement of technologies has made our communities more vulnerable to the impacts from these hazards. It should be noted that the impact of a terrorist attack can extend beyond the immediate targeted facility. The effects of terrorism include:

- Direct Result: Injury, illness, or death.
- Psychological Reactions: fear, anxiety, stress, shock, revulsion, long-term emotional effects, post-traumatic stress.
- Economic, Political, and Social Impacts.

Terrorism could damage or impair the county's infrastructure, disrupt commerce, and possibly result in large-scale health emergencies, disease outbreaks, and/or epidemics. As a large U.S. city and a key economic component of the United States, Miami-Dade could be a possible target for terrorist activities. Federal and public buildings, large market sectors, critical infrastructure, tourist attractions, and large-scale events are all prime targets for terrorist organizations. Additional vulnerabilities include:

- Transportation Systems – highways, railways, waterways, and airports are vital to the transportation of materials, goods, services and people.
- Population – an attack on a large population is attractive to gain large media attention.
- Industry – large manufacturers and companies house hazardous materials. Disruption of these facilities can have an economic impact and cause physical damages to property and loss of lives due to the large volume of hazardous materials housed.
- Utilities – there is a large dependency on telecommunications, power, water, wastewater, and pipeline services for daily activities and operations.
- Government Buildings – an attack on government buildings is attractive in order to deliver a political statement.
- Entertainment/Recreation – anywhere that attracts large populations is an attractive target.

The THIRA provides detailed information regarding the human-caused hazards mentioned below that could impact Miami-Dade County.

- Active Shooter
- Civil Disturbance/Civil Unrest
- Electromagnetic Pulse
- Food Borne Illness Incident
- Mass Migration
- Terrorism – Biological (Category A, B and C Agents)
- Terrorism – Chemical
- Terrorism – Cyber Attack
- Terrorism – Explosive
- Terrorism – Radiological
- Terrorism – Small Arms

Mass Casualty

Miami-Dade County is susceptible to a wide variety of disasters capable of producing multiple casualties. Aircraft accidents, structural failures, mass transit accidents, as well as other man-made and natural disasters. Such incidences could overwhelm the county's standard system of medical assessment and treatment. A countywide mass casualty response capability is essential to coordinate the efforts of multiple

agencies responding to a mass casualty incident. MDFR maintains several procedures related to mass casualty events that have been adopted by other fire rescue departments within the county.

Civil Disturbance

Miami-Dade County has a multi-ethnic population originating from countries with widely divergent political systems, religious beliefs, and educational backgrounds. As with any large metropolitan area with diverse cultures, civil disturbances must be anticipated and expected. The Miami-Dade Police Department (MDPD) has the primary responsibility for gathering intelligence and maintaining law and order within this arena and maintains the SOP that outlines the coordination and handling of responses to civil disturbances. OEM's Mass Migration Plan also addresses the possibilities of local civil disturbance related to any instability or change in Caribbean government.

Mass Migration

The control of immigration into the United States is the responsibility of the United States Department of Homeland Security (DHS). The Department of Homeland Security has created the OPLAN Vigilant Sentry Plan. OPLAN Vigilant Sentry describes the basic organization and structure by which Homeland Security Task Force – Southeast (HSTF-SE) will deploy resources and direct multi-agency operations to address a potential and full-scale mass migration event. This plan is outlined in the County's Mass Migration Plan.

Miami-Dade County has a history of mass immigration from the Caribbean basin, particularly Cuba and Haiti. A large uncontrolled influx of immigrants has the potential of significantly disrupting the social and economic stability in Miami-Dade County by overwhelming the delivery of essential services such as medical response and public safety. Armed violence abroad may also precipitate spontaneous mass immigration to south Florida. While the federal government has the primary responsibility for assuming control of mass immigration emergencies, Miami-Dade County may have to provide humanitarian effort including: shelter, food, water, medical, and other social services. Miami-Dade County's Mass Migration Plan addresses such circumstance and is located in Volume IV of the CEMP.

Terrorism

The attack at the World Trade Center in 1993, Oklahoma City in 1995, and the Attack on America on September 11th have forever changed the face of terrorism in America. The City of Miami and Miami-Dade County have been identified as a "high threat" area by the U.S. Department of Homeland Security and targeted for increased federal funding to reduce vulnerability and increase capability. Terrorism increases the likelihood of mass casualty and mass evacuation from a target area. OEM has developed a plan to respond to the immediate needs of its residents in the event of a terrorist attack involving biological, nuclear, incendiary, chemical, or explosive devices. Please refer to the Miami-Dade Terrorism Response Plan located in Volume IV.

National Security

Although the federal government recognizes that the United States has entered the post "Cold War" era, Miami-Dade County believes that the ever increasing technical capabilities of terrorists groups will inevitably increase the probability of illicit production of weapons of mass destruction. These weapons include nerve gas, genetically altered diseases, virulent poisons, and thermo-nuclear devices. The possibility that a terrorist group can obtain and use weapons of this nature poses a serious planning concern to the County. Although potential targets are unpredictable, high-density population centers, nuclear power plants, and military installations are considered vulnerable targets.

PART 5 – HAZARD DEMOGRAPHICS

Population

According to the United States Census Bureau, the population estimate for Miami-Dade County for 2015 is 2,693,117. Over 90% of the population of Miami-Dade County lives and works within 12 miles of the coast and thus impacts or is impacted by a number of disaster and evacuation scenarios. Miami-Dade recognizes that a number of people within the County will require special assistance during the evacuation and recovery phases of a disaster. In anticipation of this need, an Emergency and Evacuation Assistance Program (EEAP) has been established to assist those with access and functional needs throughout the County. Details of this program may be found in the EEAP Operations Guide.

The 2015 American Community Survey found that, of residents five years old and older, 638,463 people (twenty-four percent) in the County speak only English; while the rest, approximately 2,054,654 people (seventy-six percent), can speak a language other than English. The 2015 American Community Survey data also revealed 890,274 people (thirty-three percent) in the County have a poor command of the English language. These statistics demonstrate that a very large segment of our population is unable to understand basic emergency instructions if these instructions are provided only in English. To assist communities during the preparedness phase, OEM has developed a program to ensure that all emergency messages are issued in English, Spanish and Creole; the three most widely spoken languages in the County.

Tables have been included in this plan that outline Miami-Dade County's population density by statistical area, including population projections for the years 2025 and 2030. These tables are found in Figures 1 and 2. The population distribution of Miami-Dade County may be found in Figure 3. The migrant population of Miami-Dade County is primarily confined to statistical areas 7.2, 7.3, 7.4, 7.5, and 7.6.

The 2012 USDA Census indicated that there were 9,045 farm laborers in Miami-Dade County. A portion of those who are employed in this industry are considered migrant workers. The migrant community tends to avoid any interface with government agencies. As a result, the County has found it more advantageous to utilize the auspices of a series of migrant worker organizations to provide information and assistance to this important portion of the community. The following is a list of those organizations:

1. Coalition of Florida Farm worker Organizations Inc. (COFFO);
2. Centro Campesino;
3. Haitian American Foundation Inc. (HAFI);
4. St. Ann's Mission; and
5. Mujer, Inc.

Social Vulnerabilities, Physical Vulnerabilities and Community Conditions

Each of the natural, technological and human-caused hazards noted in the THIRA is unique and produces distinct impacts to a community. Included in the THIRA is an overview of the Social Vulnerabilities, Physical Vulnerabilities and the Community Conditions as they relate to each hazard.

- Social Vulnerabilities includes the demographics of a community and consider the impacts on various groups within the population such as those who may have special health or medical conditions,

those who may not speak English as a primary language, those who may have limited financial resources or people who may be homeless.
- Physical Vulnerabilities include the built environment including residential and business structures, and infrastructure components such as roads, bridges, and energy and water systems.
- Community Conditions include indicators such as economic, social, environmental, governmental, insurance, special properties and the faith-based community. The network systems of a community that help sustain a community especially after a disaster.

The THIRA should be referenced for additional information specific to each of the hazards analyzed.

Economic Profile

The workforce of Miami-Dade County has been divided into twelve basic employment sectors and includes all persons gainfully employed over the age of 16. The details of this employment profile may be found in Figure 5. In addition, a second breakdown by sector-wage has been developed to facilitate an in depth view of the total employment picture within the county. The employment profile by sector-wage may also be found in Figure 5. A direct correlation exists between the magnitude of a disaster and the level of economic disruption sustained by the county.

The county's post-disaster unemployment rate will provide an excellent gauge for the evaluation of economic impact. Figure 5 provides the measures of income and labor force status per sector. This includes a detailed view of the countywide unemployment status and the per capita income of the work force.

To evaluate the actual economic impact of a disaster on the community, a pre-disaster benchmark on the economic status of the community is required. Since the destruction of property is one of the effects of a disaster, a pre-disaster verses post-disaster evaluation of the county's property values provides a good assessment tool. The average property values in the 34 municipalities comprising Miami-Dade County may be found in Figure 8.

Assumptions

- A major or catastrophic incident will overwhelm the capabilities of Miami-Dade County and its municipalities to provide prompt and effective emergency response and short-term recovery measures.
- If the situation is beyond the response or recovery capabilities of the county and the State, the Governor will request activation of the Federal Recovery Framework and that Federal resources, coordinated through the Federal Emergency Management Agency (FEMA), will be deployed to the County to provide assistance.
- Transportation infrastructure will be damaged by major or catastrophic incident and local transportation services will be disrupted.
- Public utilities will be damaged and either fully or partially inoperable.
- Damage to commercial telecommunications facilities will be widespread and the ability of first responders and governmental and non-governmental responders to communicate will be impaired.
- Homes, public buildings, and other critical facilities and equipment will be destroyed or severely damaged.

- Debris may make streets and highways impassable, making the movement of emergency resources difficult.
- Many county and municipal emergency personnel will be victims of the incident, preventing them from performing their assigned emergency duties.
- Numerous separate incidents subsequent to the initial incident will further complicate response and recovery operations.
- Many survivors may be displaced from their homes and large numbers of dead and injured could be expected.
- Many survivors will be in life-threatening situations requiring immediate rescue and medical care.
- Hospitals, nursing homes, pharmacies and other medical facility stock will be damaged or destroyed, and those that do remain will have difficulty accommodating patient surge.
- Damage to the county's airports and seaports could have significant impact on the county's economic prosperity and on the ability to move supplies and goods in and out of the county.
- Food processing and distribution capabilities will be severely damaged or destroyed.
- Damage and/or destruction of the built environment which generate, produce, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment.
- A major or catastrophic incident will most likely create disruption of energy sources and prolonged electric power failure.
- A major or catastrophic incident will have an impact on the county's economic prosperity.

CONCEPT OF OPERATIONS

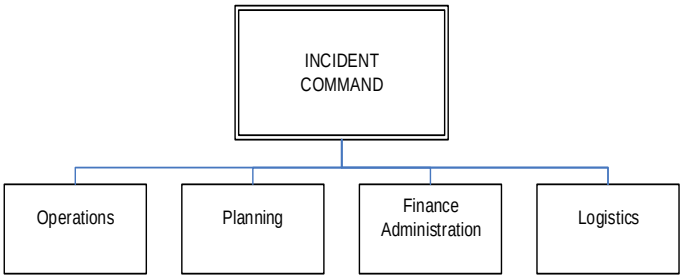
PART 1 – NATIONAL INCIDENT MANAGEMENT SYSTEM/ INCIDENT COMMAND SYSTEM

General

The National Incident Management System (NIMS) is a system mandated by Homeland Security Presidential Directive – 5 (HSPD-5) that provides a consistent nationwide approach for Federal, State, local and tribal governments; the private sector and non-governmental organizations (NGOs) to work effectively and efficiently together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity. The NIMS indicates the core set of concepts, principles and terminology for interoperability and compatibility between multiple jurisdictions as outlined in the Incident Command System (ICS).

The management model followed by the Miami-Dade Emergency Operations Center (EOC) is based on the principles of the ICS.[16] The ICS model has been recognized as the model for the command, control and coordination of resources and personnel in response to an emergency. The ICS is designed to enable effective and efficient incident management by integrating the use of facilities, equipment, personnel, procedures and communications operating within a common organizational structure. ICS principles and procedures require the use of common terminology, modular organization, integrated communications, unified command structure, incident action planning, and manageable span of control, as well as pre-designated facilities and comprehensive resource management. The ICS management is structured to facilitate activities in five major functional areas: command, operations, planning, logistics and finance and administration.

[16] EMAP 4.5.1



The management model is used to organize both short term and long term operations for a broad spectrum of emergencies, from small to complex incidents, natural and manmade. It is used by all levels of government federal, state, local and tribal, as well as many private and non-governmental organizations. Using ICS, multiple agencies and jurisdictions work together to accomplish the required response and recovery activities dictated by a disaster. These tasks are performed under the overall direction of the Incident Commander (i.e., the County Mayor or designee). All participating agencies and jurisdictions contribute to the determination of the incident objectives and strategy via the incident action plan, and the optimal utilization of all available resources in an integrated manner. This flexible management method allows expansion or contraction of response and recovery forces as dictated by the magnitude of the event.

To summarize, the major tenets of the ICS are:

1. ICS utilizes a centralized, unified command system that fosters multiple agencies to participate in the decision making process;
2. ICS can be adapted to a variety of organizational structures, and as such, adapts easily to multi-jurisdictional/multi-agency involvement;
3. ICS may be used in any type of hazard threat or disaster situation; and
4. ICS utilizes common terminology widely used and recognized by many responder organizations.

On March 9, 2006 the Miami-Dade County Board of County Commission passed a resolution adopting NIMS/ICS principles as the County's response management model as illustrated throughout this document and in the policies and procedures of the County's response agencies.

Levels of Disasters

OEM has developed a classification of events that are described in Figure 10. Disaster events are classified into four category types:

1. Incident
2. Minor Disaster
3. Major Disaster
4. Catastrophic Disaster

Subpart A – Miami-Dade County

Emergency Authority

OEM is responsible for the coordination of all countywide response efforts relative to disasters. The Miami-Dade County Emergency Operations Center (EOC), once activated, is the facility in which all emergency

and disaster preparations, response, and recovery activities are coordinated among the participating agencies.[17]

During times of disaster, the County Mayor has the authority, under Section 8B, Miami-Dade County Code, to accomplish whatever actions are necessary to protect lives and property from the threat.

Disaster Assistance Employee (DAE) Program

The DAE Program classifies County employees who have been identified as not critical to the performance of their department's mission during disaster situations as EOC-essential. The EOC-essential DAEs are provided training throughout the year and assigned to assist in a variety of activities during the response and recovery phases of the disaster.

Use of Miami-Dade County Resources

All available resources owned or controlled by Miami-Dade County are used in emergency disaster operations and recovery activities when required. The State is kept apprised of all resources within the county that may be available for mutual aid.

EOC Activation

In some cases, upon the recommendation of the Director of Emergency Management to activate the EOC, a request is made to the Miami-Dade County Mayor for a Declaration of a State of Local Emergency. In accordance with ordinance 8B, the County Mayor is authorized to sign such a declaration at the request of the Director of Emergency Management. The authorizing resolution and an unsigned copy of the declaration are maintained with Miami-Dade Emergency Management.

The following persons are authorized to activate any portion of this plan:

1. The Governor of the State of Florida may, at his/her discretion, declare a state of emergency and activate this plan through the Miami-Dade County Mayor.
2. The Miami-Dade County Mayor may, at his/her discretion, declare a state of emergency and activate any portion of this plan. Upon Declaration of a State of Local Emergency, the County Mayor or a Designee may direct the evacuation of risk areas. At this time schools and business may be directed to cease operations until the emergency has passed.
3. If a situation precludes the timely authorization by the Miami-Dade County Mayor, the Director of Emergency Management will activate the plan and take such actions, authorized by this plan, as previously approved by the Miami-Dade County Board of County Commissioners.

In the event of an incident or disaster, the countywide Incident Commander directs the overall management of all related activities including the development and implementation of strategy through incident action planning and approves the ordering of and release of resources.

Upon request of the EOC, county departments, and response agencies send representatives to the Miami-Dade EOC. Upon arrival, the representative(s) receive his/her assignment and an incident briefing. Some agencies may need to send more than one representative if the agency is required to perform several functions. Miami-Dade Fire Rescue is the lead agency for two ESF's and the co-lead for one. The number of

[17] StormReady Guideline 1.1

representatives per agency is pre-determined, dependent upon the type of hazard.

A policy group comprised of County Commissioners, appropriate department heads and other political officials may be assembled as an advisory group to the Incident Commander in order to provide assistance in the establishing policies.

When activated, the EOC is responsible for the following objectives[18]:

1. Implement and manage incident response operations;
2. Implement and manage incident recovery operations;
3. Coordinate, and/or act as a liaison with appropriate federal, state, county and municipal governmental agencies, and the private sector;
4. Approve mutual aid requests;
5. Establish incident response and recovery objectives and strategy, the incident action plan;
6. Establish priorities and resolution of conflicting resource demands; and
7. Prepare and issue of emergency public information.

Upon activation of the EOC, WebEOC is utilized to document and share information among EOC representatives, local municipalities and regional partners. This information management tool is also used to track mission tasks and resource requests. When needed, these resource requests are relayed to the State via EM Constellation.

EOC Activation Levels

The EOC operates at one of three levels of readiness in order to carry out its mission. These levels are described in Figure 10 and are patterned to closely match the Florida Division of Emergency Management (FDEM) EOC activation levels to maintain consistent definitions.

The OEM is constantly monitoring the county for threats, unusual events, or situations.[19] An OEM Duty Officer is on-call 24 hours a day, 7 days a week, and is advised of any such events by the Miami-Dade Fire Rescue Alarm Office, Southeast Florida Fusion Center, State Warning Point, concerned citizens, or other agencies. The Duty Officer also has the responsibility to monitor and follow-up on any threat, unusual event, or situation that has the potential to impact Miami-Dade County such as media reports, weather advisories, etc. It is important to note that since the OEM is constantly monitoring the progression of events within the county, the EOC is always considered activated.

The expected or actual severity of the incident is paramount in determining the level of activation. The Director of Emergency Management or designee has the responsibility for determining whether the OEM should increase or decrease its level of activation. The purpose of activating the EOC as a result of a disaster is to centralize response and recovery decisions, plans, and operational activities in order to maximize the efficiency, quality, and quantity of resources.

[18] StormReady Guideline 1.1
[19] EMAP 4.6.3 (9)

Level Three: Monitoring & Assessment

Level III is typically a monitoring and assessment phase where a specific threat, unusual event, or situation, is actively monitored by the OEM. A Level III activation is an internal process for the OEM and involves little, if any, inter-agency direction or coordination. The threat, unusual event, or situation simply warrants observation, verification of appropriate action, and follow-up by OEM staff. Events or incidents that occur during Level III activation can generally be resolved in a brief period of time by using a very small number of resources. Level III activation does not require the OEM to significantly alter its day-to-day operations or management structure.

Upon notification of the existence of a threat, unusual event, or situation, the OEM Duty Officer evaluates the situation, and, if conditions warrant, notifies the Director of Emergency Management or designee. Appropriate agencies are alerted, advised of the situation, and instructed to take appropriate action as part of their everyday responsibilities. At the conclusion of the event, the Duty Officer verifies completion of the actions taken and documents the incident.

At times, it is appropriate to hold briefings or staff meetings to respond to, or mitigate the situation, but no Incident Action Plan (IAP) is developed and distributed. Other OEM coordinators may become involved but the Duty Officer will remain the primary point of contact for OEM.

Level Two: Partial

Level II activation is typically limited agency activation. OEM staff and appropriate ESF lead agencies with a role in the incident response are activated and required to report to the EOC. All other ESFs are alerted of the event and are on standby. The purpose of Level II activation is to initiate preparations due to a significant threat of a disaster or to coordinate response due to the occurrence of a minor disaster. During Level II activation, the EOC may be operational 24 hours a day.

During Level II activation, the OEM disseminates information to, and begins to coordinate preparation and response actions with, external agencies, Municipal Branch Representatives, and Miami-Dade County departments tasked in emergency response. The incident command system (ICS) is implemented and the five (5) sections along with the branches are activated.

The EOC Command Staff develops and implements an Incident Action Plan (IAP). The Incident Action Plan is the work plan for everyone, including the Mayor and his/her staff. The EOC personnel are briefed on the IAP and pertinent items are posted on the EOC status boards. In most cases, the Mission Tracking & Message Control Center, Geographic Information Systems (GIS) services, and the Public Information (ESF 14) are activated. Depending upon the event, any appropriate logistical support elements such as security, food unit, 311, etc. are also activated.

Level One: Full-Scale

In a full-scale activation, the EOC is activated on a 24-hour schedule due to an imminent threat or occurrence of a disaster. All OEM staff and all ESFs are activated and required to report to the EOC. Municipal Branch Representatives are also in place in the EOC. The ICS is implemented and all sections and branches are activated. As in Level II activation, the IAP establishes the operational objectives and priorities of the incident. Additionally, all logistical support elements are activated.

At this level, response, relief, and recovery operations are expected to last for an extended period of time. Additional support or back-up staff, including representatives from the State of Florida Division of Emergency Management (FDEM) and/or FEMA are notified and available to assist should the response escalate and exceed local capability.

EOC Structure

The Miami-Dade EOC utilizes a bottom-up approach in all phases of emergency management, with emergency activities resolved at the lowest appropriate level of government. The resources of departmental, agency, municipal, county, state, and the federal governments are utilized in sequential order to insure a rapid and efficient response.

The Miami-Dade EOC's response to, and recovery from, a disaster is carried out through the organizational structure depicted in Figure 14. The Incident Commander who appoints command staff leads this organization: Section Chiefs, Branch Directors and a Public Information Officer (PIO). The Section Chiefs, typically OEM staff or department heads, appoint subordinate staff. Branch Directors are also OEM staff, whereas, ESF lead agencies are pre-determined pursuant to this plan. There are five major components of the Miami-Dade EOC ICS. These five components carry out the management responsibilities of the EOC:

1) Incident Command:
   a) The County Mayor or designee, usually the Director of Emergency Management, holds the position of Incident Commander. The Incident Commander has overall responsibility for managing the entire incident.
   b) In addition, the Incident Commander is responsible for activities such as developing and implementing strategies, the ordering and release of resources, the provision if information to internal and external stakeholders and establishing and maintaining liaisons with other agencies participating in the incident.
2) Operations Section:
   a) The operations section is responsible for the management of all operations directly applicable to the primary mission.
   b) The Operations Section Chief activates and supervises organizational elements in accordance with the IAP and directs its execution.
3) Planning and Information Section:
   a) The Planning and Information section is responsible for the collection, evaluation, and dissemination of information about the incident and the status of resources.
4) Logistics Section:
   a) The Logistics Section is responsible for providing facilities, services, and material in support of the response and recovery operations.
   b) The Logistics Section Chief participates in the development of the incident action plan and activates and supervises the units within the logistics section.
5) Finance and Administrative Section:
   a) The Administrative/Finance Section is responsible for the organization, management, and operation of activities related to the administrative and fiscal aspects of the event. These activities are administered within the guidelines, policies, and constraints, established by the Incident Commander and other agencies such as the County Finance Department, and state and federal agencies (e.g., FEMA).

EOC Branches

The Miami-Dade EOC is organized so that maximum advantage can be made of the many interdisciplinary skills and resources that exist on an everyday basis throughout county departments and outside support organizations. As illustrated in the EOC Table of Organization (Figure 14), in order to maintain a proper span of control, these agencies, based on the type of normal services they perform, are arranged into three distinct functionally oriented groups:

- Infrastructure;
- Human Services;
- Public Safety; and
- Municipal.

Each agency representative serves as the primary contact and coordinator for his/her respective agency within one of the three branches. The representative may also serve the role as lead or support ESF. As such, the responsibilities of this individual exceed simple representation and coordination of his/her respective agency's activities. OEM has assigned staff to each branch. During activations, as well as throughout the year, the Branch Director is responsible for coordination of the interactive efforts of all the members of the branch.

Branch Directors maintain a line of communication with the Operations Section Chief for requesting and reporting on incident objectives and response/recovery actions. Branch Directors are expected to communicate with, and request information from, the Logistics, Planning, and Administrative/Finance Sections.

The role of each branch is to:

1. Work jointly to devise solutions for identified or projected problems;
2. Work jointly to capitalize on opportunities to share information, professional and technical skills, and personnel and equipment;
3. Work together to track the collective status and actions of the branch;
4. Anticipate upcoming needs, potential problems and solutions that relate to the branch;
5. Provide and/or coordinate requested support for branch members; and
6. Advise support agencies of decisions, actions, and instructions.

Infrastructure Branch

The Infrastructure Branch is responsible for monitoring and coordinating communications, response and recovery actions relative to flooding, drainage matters, debris clearance, damage assessment, critical facilities, utilities, transportation, and engineering.

Human Services Branch

The Human Services Branch is responsible for monitoring and coordinating mass care, medical services, disaster mental health, and environmental & public health. The Human Services Branch assists, as necessary, state and federal agencies in providing individual and family disaster relief offered through disaster assistance programs.

Public Safety Branch

The Public Safety Branch is responsible for monitoring and coordinating fire/rescue, USAR, hazardous materials, law enforcement, security, traffic activities, evacuation and re-entry, and a number of activities provided through mutual aid.

Municipalities and Municipal Branch EOCs

In order to facilitate effective coordination and communication between Miami-Dade County and its 34 municipalities, the municipalities have been grouped into seven divisions. Each division has identified a host city to act as the liaison with the Miami-Dade EOC during times of disaster. The host cities are commonly known as Divisions with a selected municipal branch representative and the cities within their division are commonly known as Satellite EOCs.

Each of the 34 municipalities within Miami-Dade County is responsible for planning and responding to events occurring within its jurisdiction. When emergencies or disasters occur in which municipalities exhaust their resources, they may call upon the assistance of their Divisional Representative or Miami-Dade County. The Municipal Branch Representatives are included in the Operations Section of the Miami-Dade EOC. Municipalities are encouraged to participate in the Statewide Mutual Aid Agreement for disaster response and recovery and are aware that they must submit requests for mutual aid through the Miami-Dade EOC. An OEM coordinator is responsible for interacting with Municipal Branch Representatives to assist with issues and requests.

The Municipal Branch Representatives are responsible for:

1. Monitoring and coordinating the response and recovery activities of the various assigned municipalities through the Municipal Branch EOC chain-of-command.
2. Providing or coordinating requested support for municipal branches and satellite municipalities.
3. Working closely with other members of the Command Section to capitalize on opportunities to share information, professional and technical skills, and personnel and equipment.
4. Working jointly as a municipal branch and with their respective counterparts to devise solutions for identified or projected problems.
5. Working together to track the collective status and actions of the municipal branches and satellite municipalities.
6. Anticipating upcoming needs and potential problems.
7. Informing municipal branches and satellite municipalities of executive decisions, actions, and instructions.

Subpart B – State of Florida

Roles and Responsibilities

The State of Florida through FDEM acts to support and supplement Miami-Dade County's response efforts. FDEM supports the local response efforts through the activation of the State of Florida's Comprehensive Emergency Management Plan. The FDEM may activate the State Emergency Operations Center (SEOC) to an appropriate level based on the expected conditions of the disaster. If the disaster is imminent, the Governor is likely to issue an Executive Order declaring a state of emergency. The Executive Order specifies the supplies, equipment, and personnel the state can deploy to assist Miami-Dade County. If the Gov-

ernor is not able to issue an Executive Order due to time constraints, the Director of the SEOC is authorized to activate the state's disaster plans and initiate emergency response actions.

When the state activates the SEOC, the Governor appoints a State Coordinating Officer (SCO) who in turn appoints a Deputy SCO for response. The Deputy SCO for response designates the State Emergency Response Team (SERT) leader, an Operations Chief, Information and Planning Chief, and support staff. The SERT is grouped into functional groups known as Emergency Support Functions (ESFs). The SERT can deploy the resources of its various agencies to support and supplement the response efforts at the county level. The nature of the emergency determines which of the State's ESFs are activated to support Miami-Dade County's response efforts.

The State sends a SERT liaison, usually the FDEM Area Coordinator, to Miami-Dade County in order to provide a personal communication link with the SEOC. The SERT liaison offers his/her technical assistance and is responsible for relaying resource requests from Miami-Dade County to the SEOC.

Responsibilities of the State of Florida include:

1. Receive, evaluate, and issue information on emergency operations.
2. Coordinate the activities of all state agencies.
3. Coordinate the receipt, allocation, and delivery of resources supplied by the state or federal government or other states.
4. Coordinate emergency operations mutual aid with other states.
5. Receive, process and transmit requests for mutual aid or state/federal assistance.

Statewide Assistance

The State of Florida provides assistance to impacted counties when the resources of the affected county and its municipalities have been exhausted. Requests for and deployment of resources are approved and coordinated by the State Emergency Response Team (SERT).

The Statewide Mutual Aid Agreement for Emergency Response/Recovery is the primary system that the State employs to support the county level disaster response[20]. All counties and municipalities within the State of Florida are authorized to enter into mutual aid agreements for emergency assistance. Those participating have the ability to access emergency resources throughout the State of Florida and also agree to make resources within their jurisdiction available to others in need, to the extent possible. Miami-Dade County has signed and adopted the Statewide Mutual Aid Agreement.

Through the statewide Mutual Aid Agreement, the SERT can coordinate mutual aid requests from the affected counties. When utilizing this service, Miami-Dade County makes every effort to locate the desired resource and identify the location, contact name, and contact telephone number of the resource to the SERT.

Assistance is provided in the form of State of Florida RECON Teams. These teams are composed of non-affected county/state emergency management and other emergency workers. RECON Teams are deployed to assist in the "needs assessment" of the affected communities. After coordinating with local offi-

[20] EMAP 4.6.5

cials, an assessment of transportation, communications, and utility systems is completed to determine resources required. An assessment of food, water, health, medical, and housing needs is also accomplished.

State Agencies

Many state agencies provide assistance to Miami-Dade County and its municipalities in response to incidents on a day-to-day basis. Florida Department of Transportation (FDOT), Florida Highway Patrol (FHP) and the Florida Department of Children and Families are examples of some state agencies that provide assistance. When the Miami-Dade EOC is activated, those state agencies that have operating locations in Miami-Dade County are considered local resources, and are assigned responsibilities under this plan. If state agencies are asked to provide staff members to the Miami-Dade EOC, FDEM must be notified.

Subpart C – Federal Government

Roles and Responsibilities

The Federal Emergency Management Agency (FEMA) is the agency responsible for coordinating the resources and personnel of the federal government involved in assisting local governments in disaster response activities.

FEMA administers a variety of programs that support state and local governments in their efforts to improve emergency preparedness, mitigation, response, and recovery capabilities. The federal government may not interface directly with the County or any of its municipalities. The role of liaison is performed by the State of Florida.

Federal Assistance

The Federal Government provides assistance to affected communities when the capabilities of the local and state governments are exhausted. The State Emergency Response Team (SERT) advises FEMA Region IV that a formal request for federal assistance has been submitted. FEMA deploys a FEMA Liaison to the SEOC. If a presidential declaration is imminent, an Emergency Response Team (ERT) is deployed. SERT members coordinate directly with counterpart federal ESF representatives and federal ERT members who are assigned to the SEOC.

Federal Agencies

Some federal agencies provide assistance to Miami-Dade County and its municipalities in response to an incident or event. During an activation of the EOC, certain federal agencies are present depending on the type of event. Agencies such as the Federal Bureau of Investigation (FBI) or FEMA are examples of two federal agencies that are involved if necessary.

PART 2 – RESPONSE ACTIONS

Subpart A – Notification and Warning[21]

General

Different threats generate different response actions and in some cases, such as hurricanes, the level and type of response varies according to the ability to properly notify and warn the population.

Alert & Notification

When possible, agencies in the EOC structure will be notified in advance to allow for incident specific response planning. OEM will also alert, and work closely with, subject matter experts based on the type of hazard and its anticipated impact.

Emergency notifications received by the Local Warning Point will be forwarded to OEM and, if it meets certain criteria, the State Watch Office. Based on the information available, OEM will determine a course of action and will notify appropriate county stakeholders.

When severe weather is forecasted to impact Miami-Dade County, the National Weather Service (NWS) will provide forecast briefings. OEM monitors these briefings and will notify county stakeholders when weather advisories are issued. If a weather event, or damage from a weather event, is reported to OEM via the Miami-Dade 311 Contact Center, the Local Warning Point, or some other source, OEM will contact the NWS Lead Forecaster to provide that information.

Emergency Alerts are sent to the public only in the event of an emergency that requires protective action(s). When an emergency protective action is issued in response to an incident or event, an Emergency Alert System (EAS) and/or Wireless Emergency Alert (WEA) message can be disseminated via OEM's Integrated Public Alert Warning System (IPAWS) compliant software systems EMnet or WebEOC. Simultaneously, OEM would also disseminate messages through Miami-Dade Alerts and via social media, i.e., Facebook & Twitter. When an emergency notification to a specific geographic area(s) is required, the VESTA Alert system can be utilized.[22]

OEM Duty Officer

The OEM Duty Officer (DO) serves as the OEM primary emergency point-of-contact for the alert, notification, and initiation of a preliminary response to major emergencies and disaster events occurring in Miami-Dade County. The DO can be notified 24-hours/day, regardless of the activation status of the Miami-Dade EOC.

The DO will monitor NWS forecast updates. If weather conditions begin to deteriorate, the DO will contact the NWS Lead Forecaster for additional information and provide updates to OEM staff and county stakeholders.

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21 EMAP 4.7.1

22 StormReady Guideline 2.2, 2.4 and Emergency Management Policy and Procedure I-4

In the event that an EOC activation is ordered, the DO will have primary responsibility to initiate appropriate notifications to EOC Section Chiefs and Branch Directors. These notifications will include EOC activation level; brief incident summary; EOC operational period; and agencies to be notified.

Local Warning Points – Primary

The primary 24-hour Miami-Dade County Warning Point is located at the Miami-Dade Fire Alarm Office at 9300 N.W. 41st St., Miami, Florida. Emergency 911 operators receive emergency notifications 24-hours a day through traditional land line telephone communication. Dedicated equipment known as the "Statewide Emergency Satellite Communications Network" (E-SATCOM) is located at the Fire Alarm Office to receive notifications from the State Warning Point. In addition, a dedicated land line (i.e., "hot ring-down") is available for exclusive use for events concerning the Turkey Point Nuclear Power Plant.[23]

OEM also maintains a parallel warning system at the Miami-Dade Emergency Operations Center (EOC) located at 9300 NW 41st Street, Miami, Florida. This system is monitored only during normal business hours. However, the OEM maintains an on-call Duty Officer available 24-hours/day at (305) 468-5800.

Local Warning Points – Secondary

Secondary E-SATCOM stations are located at the National Hurricane Center/Miami Weather Service, and two radio stations, WQBA and WIOD. Notification of significant events to all municipal branch representatives and satellite EOC's is accomplished by email, telephone or fax.

Miami-Dade County Police and Fire Dispatch radio frequencies have transmit and receive capabilities that are compatible with all local and municipal police and fire frequencies.

Warning and Status Updates

OEM provides notifications of an event as early as is practical in an effort to provide as much advance warning as possible. Notification, warning, and event updates are accomplished in a number of ways depending on the circumstances surrounding the incident. In the case of a tropical storm or hurricane, the OEM staff begins the notification process three to five days prior to the anticipated arrival of the storm. Events for which no warning is possible are handled in the most expeditious manner, either by radio, telephone, or fax.

OEM maintains a comprehensive emergency contact database containing names, affiliations, office telephone numbers, home telephone numbers, fax, beeper numbers and 24-hour contact numbers. This database is maintained and updated on a continuous basis.

OEM employs the use of an emergency notification system, which has the capability of simultaneously calling and emailing notifications and updates to over 250 agencies, municipalities, organizations and residents. The typical broadcast fax or email for a storm event includes a map of the storm forecast positions, a tentative time schedule for the storm, and a schedule of anticipated actions to be taken by Miami-Dade County assuming a "worst case scenario". The OEM website is also routinely updated to provide the latest information in order to notify and warn the public.

[23] StormReady Guideline 1.1

OEM has created a program to simplify the notification process to all Miami-Dade County Department Directors and employees through the Department Personnel Representative (DPR). OEM advises the DPR via e-mail of the incident or the disaster and they in turn are responsible for forwarding this information to their Department Director and employees. In an effort to keep the state informed of all emergency actions, OEM includes the State EOC in all of its emergency notifications. Miami-Dade County also provides information to the State through the E-SATCOM system, the Turkey Point "hot ring-down" system, and High-Frequency (HF) radio transmission.

Once the EOC is fully activated, each agency representative is provided with an unpublished telephone line that can be utilized to communicate with other agencies. These agencies may also communicate with radios. All EOC representatives are provided with updated status information on a timely basis. Notification and status updates are provided to the general public through the electronic and print media. Public Information Officers (PIOs) from the Mayor's Office of Communications are assigned to the EOC during any activation. The PIO insures that the media correctly informs the public regarding the circumstances surrounding an incident or disaster by monitoring radio and television broadcasts, scheduling press conferences, and issuing news releases. The PIO utilizes the media for the purpose of notifying the people of Miami-Dade County of any potential emergency.

In the event that immediate dissemination of information to the public becomes necessary, the EOC has the capability of using the EAS to alert the general population by radio and television.

Turkey Point Warning System

A system of strategically placed siren/ loudspeakers is in place to provide Emergency Public Information during a Turkey Point nuclear incident. The sirens and public address systems are used for notification of a nuclear plant emergency to the public at large for a radius of 10 miles around the nuclear power plant. A Map of the siren locations may be found in Figure 24.

The Mayor or Emergency Management Director authorizes the activation of the Turkey Point Warning System as well as all press and EAS message releases concerning public information. For more information, please refer to the Turkey Point Standard Operating Procedures maintained at OEM.

Special Populations

The hearing impaired receive emergency public information through open/closed captioning provided by the local television stations. The Florida Relay Service provides updated emergency information for dissemination to their clients. Also, American Sign Language interpreters are present during televised media briefings that originate from the EOC.

Emergency Public Information is provided in English, Spanish, and Haitian Creole through television and radio stations. All radio and television stations dedicated to the service of Haitian Creole and Spanish communities are included in the Miami-Dade EOC Broadcast Fax System.

Other Notification Procedures

1. Using established marine frequencies, marine-specific information and warnings are disseminated by the U.S. Coast Guard.
2. Under certain circumstances, fire-rescue units may be dispatched to mobile home facilities and public parks to notify residents and visitors of a potential threat.

3. Many residents, businesses, organizations, schools, and municipal governments also obtain notifications and warnings through NOAA weather radios.[24]

Subpart B – Evacuation and Sheltering[25]

Evacuation

Evacuation estimate figures are feasible for hurricane and Turkey Point evacuations but, all other evacuations for other types of disasters are extremely variable. Estimates of population, pre-designated evacuation routes and clearance times for affected areas of Miami-Dade County for pre-determined evacuation areas are presented in the All Hazards Protective Measures Plan located in Volume III of the CEMP.

Residential Health Care Facilities (RHCFs)

OEM coordinates the evacuation of stretcher-bound patients in order to maximize the use of ambulances. Each year, hospitals and nursing homes are required to submit their census to help OEM in the pre-planning of resources. The census information includes licensed bed capacity and average facility capacity. These numbers help OEM in allocating an adequate amount of vehicles and in estimation of evacuation start times. The census information is supplemented by polling of impacted or potentially impacted facilities at the time of an incident by ESF 8 lead and support agencies. The supplemental information obtained includes the amount of critical, serious, and stable patients.

Normally, the number of patients requiring evacuation by ambulance exceeds the capability of Miami-Dade's available local inventory of ambulances. In order to transport these patients safely within the clearance time available, it is sometimes necessary to request ambulances from other areas. For planning purposes, it is currently estimated that 36 - 48 hours is required to secure additional ambulances and use them to complete patient evacuation.

All Residential Health Care Facilities (RHCF) are required by State Statute to submit for approval their CEMP to Miami-Dade Emergency Management. All RHCFs must demonstrate adequate evacuation plans that include transportation and receiving facility agreements in their CEMP.

National Disaster Medical System

In the event that evacuation of the health care facilities exceeds local and regional resources the EOC will request Federal assistance through the National Disaster Medical System (NDMS). The NDMS is a federally coordinated system that augments the Nation's medical response capability. The overall purpose of the NDMS is to supplement an integrated National medical response capability for assisting State and local authorities in dealing with the medical impacts of major incidents. Principally, the NDMS may be activated to support patient reception and disposition of patients to hospitals when an evacuation is ordered. The NDMS is coordinated locally by the Miami Veterans Affairs Healthcare System. In the event that the NDMS is needed to support evacuations the EOC Incident Commander will requests its activation through ESF 8.

Schools

OEM maintains an agreement with Miami-Dade County Public Schools (MDCPS) that indicates the process for closing of schools prior to an incident or disaster. This agreement also indicates the use of certain

[24] StormReady Guideline 2.2
[25] EMAP 4.4.3 (21)

schools as Medical Evacuation Centers (MECs), Evacuation Centers (ECs), and Pet Friendly Evacuation Centers. When considering the use of these facilities, the Superintendent of Schools participates in the development of the evacuation schedule and approves closure times for all schools prior to the issuance of an evacuation order. In developing the evacuation schedule the following must be considered:

1. the normal A.M. bus schedule,
2. time required to evacuate the schools and to transport the students' home,
3. time required to staff and prepare the facility for use as an EC.

Businesses

Consideration is given to designating a specific time for businesses within an evacuation zone to close and evacuate personnel. This time is usually subsequent to the issuance of a general evacuation order but prior to the advent of tropical storm force winds. It is the policy of Miami-Dade Emergency Management to refrain from issuing a mandatory evacuation order for businesses until absolutely necessary in an effort to maximize the available resources to the general public prior to the incident or disaster.

Mobile Home Parks

Miami-Dade County has over approximately 65 mobile home parks. All residents of mobile home parks in Miami-Dade County are strongly urged to evacuate during all tropical storm events. This urging is made regardless of whether or not they are located in any of the storm surge evacuation zones. Figure 22 is a map identifying the locations of all of the mobile home parks in Miami-Dade County.

Sheltering – General Population

Shelters can be selected for a variety of evacuation circumstances. For hurricanes, facilities must meet structural criteria to withstand the high winds. Facilities must also be located outside of areas where storm surge and flooding may occur.

The basic criterion for hurricane evacuation center selection is outlined in the American Red Cross (ARC) publication, "Guidelines for Hurricane Evacuation Shelter Selection". FDEM has developed an in-depth manual based on these criteria. This document is the primary method used in the evaluation of buildings for use as ECs.

In addition to the structural survey, the local ARC chapter conducts a mass care survey. ARC determines the shelter capacity based on the recommended useable space outlined in the structural survey. The total capacity is then calculated by dividing the total square footage of useable space by 20 square feet per person.

Evacuation centers are divided into two categories: primary and secondary. Primary ECs are those facilities that have the highest capacities, kitchen facilities, and are centrally located. Miami-Dade County Public Schools (MDCPS) stocks the primary ECs with a two-day supply of food and water at the beginning of each hurricane season. The remaining schools are considered secondary sites. Each year prior to hurricane season, the ARC, OEM and MDCPS collectively identify and list appropriate ECs for the year. This list is distributed to the public through print media and brochures. ECs that are compliant with the accessibility criteria outlined in the U.S. Department of Justice's Americans with Disabilities Act ADA Checklist for Emergency Shelters are identified on the main list. Figure 25 provides the names and locations of the ECs currently available in Miami-Dade County.

Sheltering – Emergency Workers' Families

Each agency within Miami-Dade County is individually responsible for the identification, inspection, and provision of shelter space for its employees. Each identified shelter location will meet ARC 4496 criterion and be ADA accessible. However, the registration process remains the same. Those wishing to use a county employee facility will be required to register and sign a basic hold harmless agreement.

Emergency and Evacuation Assistance Program (EEAP)

OEM maintains a registry for people who may need special assistance in case of an emergency evacuation. Eligible individuals are those who:

- are unable to evacuate on their own to a specialized transportation need
- are homebound residents and unable to walk to a bus pickup point and do not have anyone that can provide transportation
- have medical needs that prevent them for evacuating on their own
- are bedbound patients
- are on –life-sustaining medical equipment that require electricity
- require assistance with daily living activities

The services available to EEAP clients are generally all hazards oriented. Special arrangements are made to address countywide emergencies such as evacuations for hurricanes and nuclear power plant emergencies. The sheltering program consists of Evacuation Centers (ECs), Medical Evacuation Centers (MECs) and Medical Management Facilities (MMFs). Only those people that use life sustaining medical equipment, are bed-confined or in critical condition are assigned to an MMF. All others are assigned to an EC or MEC.

Staffing for MECs is obtained from Florida Department of Health in Miami-Dade County (DOH Miami-Dade), Jackson Memorial Hospital (JMH) and county employees from the Disaster Assistance Employee (DAE) program.

Transportation services are provided to people who indicate a need on their application. A door-to-door service picks clients up at their home and brings them back to their home once the emergency is over. Specialized transportation for wheelchairs is also available. People requiring ambulance transportation are carefully screened. Contracted private ambulances provide transportation services with support from local and municipal fire departments, as necessary.

The evacuation and assistance of individuals on the registry is conducted based upon the impending or actual event. The procedures for the registry, evacuation, transportation and sheltering programs are detailed in the Miami-Dade EEAP Operations Guide. Information about activation of services for the EEAP may be found in the Evacuation Support Unit Operations Guide located in Volume III of the CEMP.

Pet Friendly Evacuation Centers

Sunshine Pavilion at the Miami-Dade County Tamiami Fairgrounds and Dr. Michael M. Krop Senior High are designated as PFECs. Miami-Dade County with its Disaster Assistance Employees (DAE) oversees the human population at the evacuation center while Miami-Dade's Animal Services Department manages the pet designated area. Refer to the PFEC Operations Guide in Volume III of the CEMP.

Transportation

Miami-Dade Department of Transportation and Public Works (DTPW) operates public transportation buses to pre-designated evacuation pick up points for hurricanes and Turkey Point evacuations (Figure 34). Depending on a variety of factors such as size of event, number of people to be evacuated, time frame, and time of day, DTPW gathers its resources and responds accordingly.

Subpart C –Impact Assessment[26]

Miami-Dade OEM has developed the Hazard Impact and Assessment Plan to address how to assess the potential and actual impacts of events. Impact assessments include the physical, human needs, environmental and economic impacts of the community. Impact assessment supports informed decision making before, during and after an event. This process starts with the potential impact for known threats and continues through the actual impact of a hazard event. While the community is preparing for, or being impacted by an event, when the EOC is activated, the Planning and Operations Sections will gather real time information on the impacts of the event. For all events information on the projected numbers of people and critical infrastructure within areas of impact will be gathered. For weather related events, information about winds, rainfall, and current status of flooding and canal levels will be gathered. For tropical storms and hurricanes information on projected wind speeds and wind field breadth and storm surge will also be gathered.

After an event, assessments will typically be accomplished starting with widespread, aerial and windshield assessments and broad scale issues such as overall impact of damages and debris will be collected. As time goes on, assessments will become more refined and detailed such as door to door assessments interviewing individuals about their needs and structural assessments to determine the safety and habitability of individual structures. Initial assessment information will guide response decisions and determine potential qualification for a Presidential Disaster Declaration.

Initial Damage Assessment (IDA)

IDA will provide a quick report on areas and magnitude of impacts. IDA information will come from a wide range of agencies and the community. It will assist in determining the areas that have been mostly affected and allow the EOC to prioritize the assignment of preliminary damage and detailed assessment teams.

In the immediate aftermath of the disaster, Miami-Dade County will conduct a countywide IDA. The Emergency Manager, or designee, is responsible for coordinating the IDA. All Miami-Dade and municipal agencies are responsible for reporting operational information, reports from the public, and observed damage to the EOC. The goal of this assessment is to determine the magnitude and severity of damage to structures and infrastructure and to identify the areas and populations most in need. Information collected by local damage assessment teams should include photographs and supporting documentation that can be used by the State to verify damage to homes and businesses in order to determine costs and eligibility for Public Assistance (PA) related projects.

Preliminary Damage Assessment (PDA)

The PDA is a joint assessment used to determine the magnitude and impact of an event's damage and to support the Governor's request to the President for federal assistance. A team comprised of FEMA, the State and Small Business Administration will usually visit local applicants and view their damage first-hand to assess the scope of damage and estimate repair costs. The PDA also identifies any unmet needs that

[26] EMAP 4.4.3 (6)

may require immediate attention. This information will assist in the planning for additional resources such as shelters, temporary housing, and disaster recovery centers. Normally, the PDA is completed prior to the submission of the Governor's request. However, when an obviously severe or catastrophic event occurs, the Governor's request may be submitted prior to the PDA

Subpart D – Other

Foreign Nationals

Pursuant to Vienna Convention on Consular Relations, there is a protocol to be followed when a foreign national is involved in a disaster. Specifically, Article 37, *Information in cases of deaths, guardianship or trusteeship, wrecks and air accidents,* requires that the appropriate consulate be notified as soon as there is knowledge that one of their citizens is deceased, incapacitated or if there is an accident involving a foreign ship or aircraft registered to that country. Following this protocol, Miami-Dade County will work with the Regional Director of the U.S. Department of State/Office of Foreign Missions in order to provide the appropriate consulate with information pertaining to their citizen's involvement in a local disaster (Figure 35).

Mutual Aid[27]

The response to and the recovery from a declared incident or disaster may require the utilization of resources over and above those held by Miami-Dade County and it's municipalities. In order to access additional resources that may be required it is necessary to enter into agreements with other counties and their attendant agencies. These agreements accomplish three primary goals:

1. Identify the resource(s) to be accessed;
2. Provide reasonable assurance that those resources will be made available when required; and
3. Provide terms for compensation for the use of those resources.

Emergency utilization of the resources and capabilities of organizations and agencies that are not part of Miami-Dade County government is pre-arranged through mutual aid agreements and memorandums of understanding to the maximum extent possible. Such agreements are entered into by duly authorized county officials and are formulated in writing. Agreements include a clear statement regarding payment or reimbursement for personnel services, equipment costs, and the return of materials. All mutual aid agreements conform to and are part of the state mutual aid program.

Miami-Dade County is a participating county in the statewide mutual aid program and all municipalities understand that requests for mutual aid must be submitted through the Miami-Dade EOC. The Director of Emergency Management or his/her designee is responsible for the administration, coordination, and monitoring of all mutual aid agreements within Miami-Dade County.

Facility Life Support Systems

Back-up electrical power is provided to the Miami-Dade EOC through several sources. Two independent power feeds exist from two different power sub-stations. The facility is equipped with two 2.2-megawatt back-up generators cooled with well water from adjacent wells. Three 12,000-gallon fuel tanks are capable of supplying fuel for 30 days. All back-up generators are checked under load twice a month.

[27] 4.4.3 (20)

The EOC is equipped with a full back-up battery through uninterrupted power system (UPS) which is capable of maintaining power for a full 30 minutes. Two 300-ton chiller units and an off peak 140-ton chiller are capable of maintaining the temperature within the EOC. Any of the three are capable of maintaining the inside air temperature to less than 80º Fahrenheit.

PART 3 – RECOVERY AND MITIGATION ACTIONS

OEM maintains standalone Recovery and Mitigation plans. The information herein contains a summary of activities but more detailed functions, roles, and responsibilities can be found in those respective plans and accompanying volumes. The recovery and mitigation phase of an emergency or disaster deals with the functional restoration of a community to the conditions prior to the disaster event. The recovery phase includes but is not limited to the following:

- The restoration of infrastructure including roads, traffic controls, signs, canals, railroads, airports, shipping facilities, fuel supplies, potable water supplies, electricity, sewage disposal, storm drains, and flood control facilities.
- The restoration of public safety measures including fire suppression, law enforcement, and search and rescue.
- The restoration of human services including the provision of health and medical services, environmental and public health concerns, and the provision of services to people, including those with special needs.

RECOVERY

Introduction

The Miami-Dade County Recovery Plan provides an operational overview and organizational framework that will be implemented during all phases of the disaster recovery process. This four volume plan details a coordinated roadmap for recovery operations, identifies the operational concepts, and provides an overview of organizational structures, which will bridge the gap between the CEMP and the Post-Disaster Redevelopment Plan (PDRP) if necessary. As disaster response evolves into recovery operations, a Recovery Task Force (RTF), compiled of representatives from County Departments, will work in conjunction to continue operational initiatives until the County has fully recovered. The RTF will work in coordination with the Recovery Manager to oversee the transition from ESFs EOC to Recovery Support Functions (RSFs) in the Recovery Operations Center (ROC). This Recovery Plan was developed through a series of meetings, discussions and drafts of the plan that allowed for stakeholder input and approval. This Plan may be scaled to support minor, major, and catastrophic level incidents requiring intergovernmental and inter-jurisdictional coordination.

The Recovery Plan addresses policies that promote an expedited, all-hazards disaster recovery process among all stakeholders including public sector agencies and organizations; non-profit and faith-based organizations; municipal jurisdiction and independent districts including water control districts, fire districts, and school districts. Comprehensive community recovery addresses decision-making and functional operation within twelve Recovery Support Functions (RSFs). This Plan details the processes, structures, and

systems to employ local, State, Federal, and private sector disaster resources in support of recovery operations.

Transition from Response to Recovery

The transition from response activities to recovery may not be clear. The return to an evacuated area may be an extended period of time due to:

1. Uninhabitable conditions – caused by lingering hazards, flooding or building collapse
2. Lack of access or essential services - such as blocked roadways, lack of water, sewer, or electricity.

Agencies responsible for recovery functions must be activated and ready to perform assigned functions before the response phase is finished. There is a marked difference in the action required during the initial or short-term recovery phase, and the extended or long-term recovery phase. The different phases occur simultaneously throughout the community. Some neighborhoods functioning normally; others struggle through the short-term recovery phase, due to a lack of essential services. Simultaneously, other neighborhoods address long-term recovery projects, such as road rebuilding and repair.

Recovery Task Force (RTF)

The RTF will authorize policy level decisions and resources beyond normal internal capabilities. The RTF will also determine when to elevate decisions to the County Mayor that needs to be reviewed by the Board of County Commissioners. The RTF may consist of, but not be limited to the following members and/or their designees:

- County Mayor's Chief of Staff
- Deputy Mayor for Regulatory and Economic Resources
- Deputy Mayor for Finance and Internal Support
- Deputy Mayor for Health, Social Services and Public Safety
- Deputy Mayor for Public Infrastructure and Services
- Miami-Dade County Office of Emergency Management Director
- County Attorney
- Director of Water and Sewer
- Director of Transportation and Public Works
- Director of Seaport
- Director of Aviation
- Health Administrator for DOH Miami-Dade
- Director of the Metropolitan Planning Organization

The membership of the RFT can also be expanded based on the incident or the need for coordination with other partners that are not normally involved in recovery activities.

Recovery Operations Center

Recovery activities will require continued coordination even after the EOC deactivates. Based on this the Emergency Management Director may request that one or more RSFs be activated to coordinate their activities through the ROC.

This center is activated following the deactivation of the EOC. Depending on the size and complexity of the disaster the ROC will operate virtually or as a fixed facility. The ROC provides the ability for recovery organizations to engage in uninterrupted integrated planning, and long-term coordination of resources and personnel while maintaining centralized control of post-disaster redevelopment operations. To maintain situation awareness the RSFs will utilize WebEOC which will be used to share information and resources among the relevant partners.

Recovery Support Functions (RSFs)

The RSFs maintain focus within each of the functional areas and provide leadership and guidance to address recovery needs. RSFs will staff the ROC, if necessary, and maintain active engagement of all stakeholders demanding decisive, expedited action to aid community recovery. Failure to organize immediate recovery efforts could be detrimental to the long-term redevelopment effort. For example, actions such as implementation of small business bridge loans could ensure survival of small businesses who do not maintain any type of contingency resources. A rapid disaster-housing program, similarly, may encourage displaced residents to remain within the area and support reconstruction efforts. These are just two examples that reveal the vital importance of an efficient, organized transitional organization in recovery

The twelve RSFs in Miami-Dade are:

RSF Economic

RSF Economic coordinates with the economic development, tourism, small business communities during short and long term recovery. Their goal is to develop strategies to prioritize and implement economic redevelopment after a disaster. They will also coordinate with critical business sectors for restoration, this includes sectors that provide vital resources, facilities, programs and infrastructure that are needed to support overall recovery for the entire county. This RSF will also serve as an advocate for the private sector, distribute information about available grants and loans and share information on rebuilding and resiliency strategies.

RSF Environment

During the recovery phase, it will be essential to identify and address the myriad of environmental challenges facing the natural systems. A combination of local, State, and Federal organizations must cooperatively to prevent, remediate, restore coastal, surface water, ground water, vulnerable ecosystems and habitat, and protected species. Environmental impacts will occur as a result of the disaster such as shoreline erosion, debris in waterways or exposed household hazardous wastes. The impacts may also be caused by direct action of response and recovery workers damaging fragile ecosystems during debris removal activities or endangerment of protected species during reconstruction efforts. This function should work diligently to not only take reactive measures where environmental issues exist, but work with stakeholders and environmental groups to implement proactive strategies and actions that will preserve important environmental resources. Environmental activities conducted in the immediate recovery phase may fall into one of these action steps: environmental assessment, threat classification and prioritization, hazard remediation and mitigation. These actions should be conducted across the broad spectrum of environmental issues and coordinated among all regulatory agencies. This Recovery Plan classifies the environmental issues into three overarching categories: pollution and contamination of natural system, erosion, and ecosystem protection.

RSF Finance

This RSF will work directly with their support agencies on the financial reimbursement involved in repair and restoration of critical functions, services and facilities associated with FEMA PA permanent work. This RSF oversees project identification, estimation, contractor selection, reconstruction, document submission, and conflict resolution of all FEMA related financial matters during the short to long term recovery phases.

RSF Health

The focus of this RSF is less on immediate emergency lifesaving medical services and more on long-term restoration of community health services and environmental health needs. In the aftermath of a large-scale disaster, hospitals, nursing homes, dialysis centers, mental health clinics and other service providers may be damaged or discontinued. During recovery, RSF Health may also coordinate radiological, epidemiological, environmental health, and communicable disease related issues. In coordination with RSF Environment, Health may be required to test drinking water and contaminated food to ensure public safety. Hazardous materials from a variety of sources including homes, debris, businesses, industrial sources, and various containers may contaminate the environment, groundwater, air, or soil. RSFs Health and Environment must work cooperatively to resolve these issues. Health will be focused on identifying functional support needs throughout the community and developing strategies to meet these needs. This function will support the recovery and redevelopment of health services and environmental health needs throughout the County.

RSF Housing

This function will support all solutions for the provision for temporary housing through the restoration of permanent housing to survivors. Additionally, it will coordinate with other agencies, organizations, and stakeholders who may be able to find creative solutions to challenges such as shortages of contractors and supplies; coordinate with public housing and other residential construction efforts; and coordinate the distribution of financial opportunities from public, private, nonprofit sources that could support residential reconstruction efforts. This function will also coordinate post-disaster plans and strategies to provide safe, sanitary, timely and temporary/transitional housing solutions for displaced survivors. This function will assist families during their transition into temporary or transitional housing while their homes are being rebuilt or new permanent homes can be located. The function may advocate for temporary or transitional housing options such as vacant apartments, big box structures, cruise ships, vacant mobile homes, vacant season functions, etc. This function may coordinate with the Joint Disaster Housing Task Force at the Joint Field Office (JFO) to provide temporary housing options such as mobile functions (travel trailers or mobile homes). The group site alternative is a “last resort” option and will only be employed if no other existing temporary or transitional functions are available. This function will also coordinate the necessary wrap around services associated with all interim housing solutions including transportation, document replacement, health and mental health services, childcare and others needed to support transition to permanent housing.

RSF Infrastructure

During the recovery phase, the challenge of the RSF Infrastructure lies with prioritizing immediate infrastructure restoration efforts. Activities include demolition of dangerously damaged structures, debris clearance, emergency repair of water and sewer systems, roads, bridges and other public facilities. The goal is to initially reestablish basic infrastructure and services to areas which can begin to function again. The group must initially set priorities to the restoration effort which may require temporary repairs or alternate facilities to meet immediate needs with a plan for permanent repairs. Areas that have been heavily dam-

aged may require long-term reconstruction efforts which would be directed by the PDRP. This RSF coordinates the assessment, emergency repair, and estimation of these initial repairs. Ultimately the Infrastructure RSF will transition to the Infrastructure and Transportation Technical Advisory Committee to coordinate permanent repair, mitigation, and documentation of all damaged County owned structures and infrastructure including transportation infrastructure. This function also manages the emergency clearance and later permanent debris removal activities as detailed in the Miami-Dade Debris Management Plan.

RSF Intergovernmental

This function ensures that all key recovery personnel who have lead and support roles and will be involved in recovery at the ROC can coordinate their activities with federal, State, local, nonprofit, and private sector partners. Miami-Dade County must ensure a robust ability to communicate and coordinate with all municipal jurisdictions. While cities carry a large responsibility to manage and implement their own recovery systems in the aftermath of a disaster, the County is likely to provide support, technical assistance, and ensure ongoing communication and coordination with State and Federal partners. The ROC working through this RSF, will maintain ongoing communication with the cities to facilitate inter-jurisdictional coordination on all recovery and redevelopment issues. The challenge lies in the diversity of disciplines that must be engaged during the Intermediate and long-term Recovery Phases. During the Response Phase, municipal coordination is conducted through the Divisional EOCs. The municipalities have the responsibility for the restoration of community functions, services, vital resources, facilities and infrastructure within their jurisdiction. This RSF supports them in these efforts by providing necessary resources to them during the recovery.

RSF Land Use

Post-disaster redevelopment efforts may create a more sustainable and resilient community. Wide spread catastrophic level disasters may create a window of opportunity to reevaluate current and future land uses to create greater resiliency and reduce risk in communities to hazards. The RSF Land Use will be activated to begin the evaluation of land use and development patterns in order to recommend policies and principles for redevelopment that build community resilience. They will also assist with the restoration of critical community functions, facilities and infrastructure from the perspective of revised land use policies. These actions should increase protections for residents, businesses, natural resources and infrastructure. The RSF Land use will transition to the Land Use Technical Advisory Committee (Technical Advisory Committee) during long-term recovery. The Technical Advisory Committee is responsible for working in coordination with relevant local and regional organizations and agencies. The Land Use Technical Advisory Committee provides expertise on redeveloping in accordance with the County's future vision.

RSF Mitigation

This RSF will initiate and encourage meaningful actions to reduce or eliminate the long-term risk to human life and property from natural hazards throughout the post-disaster recovery and reconstruction process. This RSF serves as the representative of the Local Mitigation Strategy Working Group. During the recovery phase they will work with the other RSFs to incorporate mitigation activities in the improvement of vital resources, facilities and infrastructure, pursue funding opportunities and promote mitigation for all rebuilding efforts.

RSF Public Information/Outreach

RSF Public Information/Outreach will collect, compile, distribute, and coordinate recovery related public information through all available public, private, non-profit, electronic, and community-based means. They will coordinate all information releases from the all partners initially through the Joint Information Center

with State and Federal partner agencies to ensure a unified message is maintained. During the Recovery Phase, the responsibilities of the Joint Information Center are transferred to the RSF Public Information/Outreach. During the recovery phase the function will focus more extensively on community relations activities; work with the electronic and print media; manage the website; conduct public meetings; monitor public perception and rumors; and ensure the accuracy of media information. The RSF will focus outreach and education topics to include general community redevelopment priorities and public input opportunities; residential and commercial mitigation strategies during reconstruction.

RSF Social Services

This RSF promotes cooperation and coordination among local, State, Federal, and voluntary agencies to address the needs of individuals and families that have not been met through traditional means. A comprehensive and coordinated case management system implements a process to assess disaster related needs including healthcare, mental health and human services needs that were caused or exacerbated by the disaster event and may adversely impact an individual or family's recovery. The RSF will facilitate the delivery of appropriate resources and services, work with a client to implement a Recovery Plan and advocate for the client's needs to assist him/her in returning to a pre-disaster status while respecting human dignity. The goal is to transition survivors to be self-sufficient. Recovery assistance may include temporary housing, loans, and grants for individuals from relief organizations or from the FEMAs assistance programs and other State programs such as low interest loans are also available through the Small Business Administration (SBA).

RSF Transportation

RSF Transportation will prioritize and implement temporary emergency structural repairs of vital public infrastructure systems including County owned and/or maintained roads, traffic systems, bridges, public transit systems including bus and rail, and other transportation systems serving the County and its municipal jurisdictions. The RSF will provide technical expertise to support long-term recovery planning, community visioning and incorporation of transportation issues (transportation system, port and airports, and railway systems) with multi-jurisdictional impacts and which may be addressed in the long-range transportation vision.

Short-Term Recovery Phase

The short-term recovery phase immediately follows the disaster event and entails the immediate, even if temporary, efforts to allow a return to normal life. The community may still be under emergency conditions if essential services have not been restored. Conditions for extending the emergency period during the short-term recovery phase include:

- Residents are still in shelters.
- Water or sewer systems are inoperative.
- Electricity is not available.
- There is a shortage of food, water, and other basic goods.
- Curfew is in effect.
- Re-entry is not possible because of debris or severe damage.

The recovery process begins with an initial damage assessment conducted by Miami-Dade personnel and stakeholders using aircraft, ground vehicles, observer call-ins and reports via the internet. The size and type of incident and its overall impact on the community will determine who should participate in the dam-

age assessment process. Minor emergencies or incidents may only require participation of local county agencies and organizations. Municipal involvement is outlined in the Municipal Branch Operations Guide.

Oversight of short-term recovery falls within the responsibilities of the EOC Operations Section Chief through the Branch Directors. Restricted entry and repopulation criteria can be found in the All Hazards Protective Measures Plan located in Volume III of this CEMP. The HIAP identifies the support of inspectors from Miami-Dade Regulatory and Economic Resources Department (RER), as well as municipal Building Officials to survey the community for structural damages and identify any unsafe structures.

During the short-term recovery phase, an accurate and complete impact assessment is highly unlikely, as the total extent of damage will not be immediately available. Estimates of damages to structures will be compiled utilizing the ARM360 damage assessment system that calculates the value of damages based upon the appraised value of the property from County datasets. The initial damage assessment enables the County and the state to determine if a request for an emergency declaration is warranted.

Long-Term Recovery Phase

Long-term recovery is defined as the point at which repairs are permanent rather than temporary. After the basic essentials are restored and victims have returned to their homes or other permanent housing, the neighborhood must rebuild the infrastructure and economy to at least a pre-event level. Activities include demolition of dangerously damaged structures, debris removal, repair or reconstruction of water and sewer systems, roads, bridges and other public facilities as well as the repair or reconstruction of private property.

Long-term recovery is primarily addressed in the PDRP and Recovery plans.

Disaster Declaration

If the governor determines the state requires federal assistance in dealing with an incident or disaster, a request is submitted to FEMA. FEMA, in cooperation with the state and the County, performs a "preliminary damage assessment" or PDA. The FEMA inspectors meet with an OEM representative who is responsible for coordinating the County's PDA participation, and obtain:

- A list of the communities to be inspected;
- The names and addresses of all local contacts;
- A population count;
- A list of damaged facilities with their locations and cost estimates;
- The annual budget, after debt service, for the County and each of its municipalities;
- The current budget status of each;
- Maps which may be used to show damaged sites; and
- Vehicles, tools and other items necessary to carry out the PDA

The federal, state, and county teams jointly verify the extent of damages attributable to the disaster and submit estimates thereof to the FEMA regional director. The recommendations are then submitted to the FEMA national director in Washington, who in turn prepares a recommendation to the President of the United States. At such time, the president may issue a Disaster Declaration.

Appropriate Miami-Dade County officials are responsible for providing the state with an assessment of their capability to effectively handle the recovery effort. This assessment includes, where possible, how the damages are to be repaired; where possible, a projected schedule for completion and a recommendation

as to the source of funding for the county's share of the recovery costs. Habitability life-safety issues are determined by qualified structural engineers from County staff such as the Regulatory and Economic Resources Department (RER) or from local contractors to the Miami-Dade Fire Rescue Urban Search and Rescue (USAR) Team.

During a large-scale disaster, the short-term recovery, and some of the long-term recovery activities is coordinated from a FEMA Joint Field Office. Local, state and federal officials operate from this facility until all required recovery projects are addressed. Basic staffing is planned in accordance with the guidelines provided in the National Response Framework.

Types of State or Federal Assistance

Individual Assistance (IA) is assistance to private citizens who sustained damage from the disaster event and are uninsured or have insufficient insurance to cover their losses. This program is administered by the Small Business Administration (SBA) or through the FEMA Individuals and Households Program (IHP). Additionally, there is assistance available for those individuals who have been unemployed because of the disaster.

Businesses that have been impacted by the disaster may be eligible for recovery loans from the SBA. An SBA declaration helps any eligible business regardless of the size of that business. Public Assistance (PA) is disaster assistance provided to public entities including state, county and municipal governments, Indian tribes and certain PNPs that provide an essential governmental type service.

Unmet Needs

Unmet needs are addressed by RSF Social Services. This RSF is composed of the County's non-profit partners and faith-based partners who leverage County and State resources to address unmet needs. This program assists individuals and families who may need additional information on the progress of their assistance application or who may have needs outside the scope of standard assistance grants. Examples of unmet needs can include: mental health counseling, major repairs and construction of homes, legal issues, etc. Typically these needs are identified as survivors apply for Federal assistance. The unmet needs of these survivors are then referred to RSF Social Services by FEMA or another State or Federal agencies.

Non-Declared Disaster Event

OEM and all partner agencies are required to respond to all life safety issues regardless the ability to obtain financial reimbursement from the state and/or federal governments. The protection of life and property remains the highest priority for the commitment of resources

HAZARD MITIGATION

Hazard mitigation under sections 404 and 406 of the Stafford Act is any action taken to reduce or eliminate the long-term risk to human life and property from natural or man-made hazards. While the County is performing repair or restorative work, it should consider mitigation methods that will prevent similar damage in a future event thereby reducing future damage costs.

Hazard Mitigation is pursued on a project-by-project basis. A positive benefit/cost ratio must exist to ensure that the additional work will be cost effective. Mitigation is accomplished by completing additional work that

is beyond the scope of normal repairs and beyond code requirements in order to reduce the vulnerability to future disaster related damages.

Mitigation planning is provided through the Miami-Dade Local Mitigation Strategy (LMS) and carried out by the LMS Working Group that consists of representatives from all phases of the community including county departments, municipalities, public and private schools and universities, non-profit organizations and members of the private sector. Day-to-day supervision of the LMS is accomplished through a steering committee appointed by the Working Group and is staffed by Miami-Dade OEM personnel.

The LMS contains a full hazard mitigation plan covering virtually any hazard that might occur in South Florida. It also includes numerous recommended mitigation projects and a summary of possible funding sources. Please refer to the Local Mitigation Strategy (LMS) for more detailed mitigation information.

RESPONSIBILITIES

PART 1 – LOCAL GOVERNMENT, AGENCIES AND PARTNERS

The following entities within Miami-Dade County have functional responsibilities and may be required to have representation within the EOC.

Office of the Mayor/County Executive Office

- Serves as the EOC Incident Commander or appoint Designee during emergency events.
- Leads Executive Policy Advisors Team.
- Serve as official representative of Miami-Dade County and speak on behalf of its actions in response to disasters or emergencies.
- Appoint a Director of Emergency Management.
- Mobilize any or all functional parts of Miami-Dade County government, take special actions and put in place all appropriate regulations that will protect the lives and property of the citizens of Miami-Dade County
- Direct and reallocate county assets and resources during an emergency and other duties and responsibilities in accordance with Municipal Code 8 B.

Legislative Offices

Board of County Commissioners (BCC)
Section 8B-4 – (1) Conduct Board business in event of a disaster or emergency: If, due to a disaster or emergency as defined herein, it becomes impossible to conduct the affairs of Miami-Dade County government at regular or usual places, the Board, as the legislative body of Miami-Dade County, may meet upon the call of the Chairperson at any place within the territorial limits of Miami-Dade County. If relocation is required due to the effects of a disaster or emergency, the affairs of the Board shall be lawfully conducted at temporary location(s) until normal facilities can be restored. This section does not in any way dismiss the Board's responsibilities under the Florida State Open Government Sunshine Act, as amended. All reasonable attempts must be made to comply with the requirements of Florida Statutes 286.011.

(2) Termination of a Local State of Emergency: If a Local State of Emergency has been declared by the Mayor or the Chairperson of the Board of County Commissioners in the absence of the Mayor and exceeds thirty (30) days, the Board can terminate the Declaration of a Local State of Emergency by a two-thirds (2/3) majority vote of those present. (Ord. No. 99-51, § 3, 5-25-99)

Section 8B-5. Procedure for adoption of ordinances and regulations during disasters or emergencies:

Upon affirmation by the Mayor or the Chairperson of the Board of County Commissioners in the absence of the Mayor, that a disaster or emergency exists which will affect the health, safety or welfare of the citizens of Miami-Dade County, any such ordinance or regulation adopted and promulgated because of such disaster or emergency shall become enforceable immediately upon promulgation. A copy shall be filed with the Clerk of the Circuit Court as Clerk of the Miami-Dade County Commission within twenty-four (24) hours of its promulgation. Upon failure to file the ordinance or regulation within twenty-four (24) hours, such ordinance or regulation shall not be deemed to have been adopted because of a disaster or emergency and shall have no effect until filed in the Office of the Clerk of the Circuit Court as Clerk of the Miami-Dade County Commission within a period of fifteen (15) days as heretofore provided. (Ord. No. 99-51, § 2, 3, 5-25-99).

County Attorney

- Provide staff for the Executive Policy Advisors Team at the EOC.
- Advise county officials concerning legal responsibilities, powers and liabilities regarding emergency operations and post disaster and recovery assistance.
- Assist the Board of County Commissioners and County Executive Office with maintaining continuity of government.
- Assist in obtaining legal clearance needed to dispose of debris and materials resulting from an emergency event.
- Prepare emergency ordinances and local declarations.
- Assist with the preparation of applications, legal interpretations, or opinions regarding recovery and/or reimbursement.

Miami-Dade County Agencies

The following agencies are each assigned functional responsibilities and may be required to have representation within the EOC. Detailed lists of ESF responsibilities are available in Volume II of the CEMP.

Miami-Dade Office of Emergency Management (OEM)

- Serves as lead agency for ESF 5 (Planning).
- Serves as lead agency for ESF 11 (Food & Water).
- Serves as lead agency for ESF 12 (Energy).
- Serves as lead agency for ESF 18 (Business & Recovery). (*Long-term Recovery, Mitigation & Economic Stabilization)*.
- Serves as EOC Incident Commander in the absence of the County Mayor.
- Maintain a comprehensive countywide program of emergency management.
- Provide staff for the EOC Management Command Team at the EOC.

- Provide staff, resources and facilities to support emergency operations and manage recovery operations.
- Provide support to all other ESF as outlined in this plan.
- Coordinate recovery and mitigation activities as outlined in this plan.
- Coordinate damage assessment and debris removal activities during an emergency.
- Develop and maintain the county CEMP.
- Manage a Duty Officer Program to monitor incidents or potential incidents that may affect Miami-Dade County and provide emergency alert and notifications.
- Manage the EOC and ensure operational readiness 24/7.
- Manage county logistical staging areas and points of distribution sites.
- Manage the County Disaster Assistance Employee (DAE) program.

Agency for People with Disabilities (APD)

- Provide a liaison to EOC Human Services Branch.
- Ensure EOC liaison can access appropriate resources requested to serve Miami-Dade County's vulnerable population.
- Provide disability and access/functional need support services technical guidance for mass care operations and Evacuation Support Unit.
- Provide technical guidance on access and functional needs of the population to other agencies in the EOC as appropriate.
- Submit Situation Report to EOC Human Services Branch Director.
- Ensure EOC representatives have completed appropriate NIMS/ICS training.

Animal Services (ASD)

- Serve as lead agency for ESF 17 Animal Protection.
- Staff ESF 17 chair at Human Services Branch within the EOC's Operations Section.
- Contact suppliers of goods and services to ensure that appropriate arrangements have been made to provide essential resources during and after an incident or disaster
- Compile or update a resource list from representative agencies.
- Perform a preliminary needs assessment of their facilities.
- Anticipate animal needs based upon projected severity of the incident or disaster.
- Coordinate evacuation activities of staff and animals to a designated safe location during a severe weather event.
- Prioritize resource request to ensure that each resource request meets the criteria for action by ESF 17 (Animal Protection).
- Ensure that the appropriate animal shelters and facilities are operational.
- Notify checkpoints and animal facilities of the anticipated arrival time of the resource.
- Coordinate the response to address the health, shelter, and wellbeing of lost, sick, abandoned, and injured animals after a disaster.
- Provide veterinarians, support staff and pet supplies for PFECs.
- Coordinate bulk food and supplies storage and distribution during an emergency.
- Maintain roster of volunteers for Pet Friendly Evacuation Centers.
- Manage staff and volunteers at Pet Friendly Evacuation Centers.

- Contact all recipients of loaned equipment and supplies and verify that arrangements have been made to return those items.
- Close animal shelters and facilities as required.
- Deactivate the volunteer staff as required.

Aviation

- Provide staff for Infrastructure Branch within the EOC's Operations Section.
- As part of Transportation Group, Aviation liaisons with air carriers and Federal Aviation Administration (no fly zones).
- Provides information on operability of County Airports.
- Conducts damage assessments of County Airports.
- Advise availability of aviation fuels.
- Manage all hazard incidents at County Airports.

Community Action and Human Services Department (CAHSD)

- Serve as support agency for ESF 6 (Mass Care).
- Serve as lead agency for an Unmet Needs Committee.
- Assess the human impact of potential or actual disasters on social systems in general with attention to the elderly, veterans, welfare recipients, physically challenged refugee or immigrant populations, and other vulnerable populations.
- Devise a screening mechanism to identify unmet needs.
- Manage and staff Disaster Assistance Centers (DAC) locations post-event.
- Maintain a resource directory of county departments and social services agencies that may assist at a DAC.
- Coordinate the Residential Shuttering Program and assist clients with installation of the shutters when the County is threatened by a hurricane.
- Train and manage DAEs that install shuttering panels during times of emergency.
- Assist Unmet Needs Committee in the planning, management and coordination of repairs and retrofitting of damaged households.

Corrections and Rehabilitation (MDCR)

- Provide staff for Public Safety Branch within the EOC's Operations Section.
- Maintain operations of correctional facilities and coordinate evacuation of inmates if necessary.
- Provide staff to assist with calls to residents in the Emergency Evacuation Assistance Program (EEAP) when an evacuation order is issued.
- Provide logistical support including equipment & personnel transport upon request for all incidents including a Turkey Point Nuclear Plant or a mass migration event.
- Support on law enforcement & security, traffic control operations; infrastructure damage assessment
- Identify and mobilize resources needed in response to mass arrests following civil disobedience related to an incident or disaster.

Regulatory and Economic Resources (RER)

- Serve as co-lead agency for ESF 10 (Hazardous Materials).
- Develop supporting plans and procedures.
- Conduct training and exercises.

- Develop and maintain hazardous response teams to respond to incidents throughout county.
- Develop and maintain notification rosters.
- Participate in planning with support agencies.
- Maintain inventory of available and obtainable resources to include: vehicles, equipment, materials, personnel and facilities for use during a disaster.
- Prioritize current incidents, review with EOC Public Safety Branch Director and coordinate recovery resources with support agencies (such as MDFR, Municipal Branch Representatives, Miami-Dade Police Department, US Coast Guard) for ESF 10 (Hazardous Materials) operations.
- Collect data of current ESF 10 (Hazardous Materials) operations/resource status, note the outcomes of the Incident Action Plan (IAP) and advise Command Post.
- Coordinate to contain, isolate and clean up spills of contaminate waste.
- Survey impacted areas for releases of contaminate materials.
- Inspect facilities that use, manufacture, and/or transport contaminate materials for releases or damage.
- Coordinate with State partners on permitting for the disposal of debris.
- Coordinate with the Public Works and Solid Waste Department to ensure compliance with the disposal of household contaminates.
- Assists with debris removal from waterways.
- Ensures compliance with air and water quality standards and other provisions of the Miami-Dade County Code.
- Coordinate the cleaning of contaminated sites which threaten our groundwater supply.
- Address environmental issues within damage assessment and debris management.
- Ensure floodplain code compliance during recovery.
- Develop de-mobilization plan with lead ESF 10 Response agency and support agencies.
- Participate in ESF 18 (Business & Recovery). (*Long-term Recovery, Mitigation & Economic Stabilization)*.
- Support collection and compilation of damage assessment with EOC Liaison from Building Division
- Combat price gouging should a “state of emergency” be declared in support of ESF 18 (Business & Recovery) (*Long-term Recovery, Mitigation & Economic Stabilization)*.
- Inform and educate the general public on consumer safety during an emergency.
- Maintain a website with consumer information for the general public.
- Certifies firms as small or disadvantaged-owned businesses.
- Reviews proposed County purchases and contracts to determine if small or minority participation measures are to be applied.
- Reviews affirmative action plans and monitors contracts which include small or minority business participation to help ensure compliance with program regulations and guidelines.
- Reviews construction contracts to determine if workforce goals are to be applied.
- Provides structural damage assessment information to the EOC Infrastructure Branch Director.
- Designate dangerous and unsafe structures.
- Evaluate designated structures for habitability.
- Issue emergency building permits as needed.
- Coordinate municipal damages through municipal building officials.
- Serve as support to ESF 3 (Public Works & Engineering).
- Prepare zoning recommendations and administer zoning regulations.

- Coordinate all concurrency management-related activities.
- Administer impact fee program.
- Issue certificates of use and occupancy.
- Develop and maintain the Comprehensive Development Master Plan (CDMP).
- Address concerns of the agricultural community via the Office of the Agricultural Manager.

Information Technology Department (ITD)

- Serve as lead agency for ESF 2 (Communications).
- Ensure interoperability of public County telecommunications.
- Provide security for county information management systems.
- Develop and maintain inventory of assets including auxiliary radio equipment and caches.
- Develop and maintain notification rosters and sign in/out logs.
- Provide for protection of vital electronic records.
- Maintain backup emergency communications.
- Contact local and state designated ESF 2 (Communications) personnel.
- Arrange for 24-hour continuity of operation and set up the duty roster, as conditions require.
- Confirm municipal branch EOC activations and test communication systems.
- Note any communication system that does not meet operational status and report to the Infrastructure Branch Director.
- Annually communicate with federal partners on the TPS, WPS and GETS communication provisions.
- Provide technical assistance in data retrieval and restoration.
- Provide communication services for emergency response operations.
- Provide technical assistance to the Emergency Operations Center (EOC).
- Assess the communications infrastructure.
- Maintain critical services and systems.
- Allocate emergency portable communications equipment.
- Supply cache of auxiliary radios to elected officials.
- Coordinate mutual aid requests for communications resources with logistics branch.
- Receive, evaluate, and support resource requests for ESF 2.
- Arrange for 24-hour continuity of operation and review periodically.
- Review preliminary vulnerability and create an evaluation based upon predicted incident conditions and transmit situation report to the Infrastructure Branch Director.
- Collect information relative to ESF 2 and prepare situation reports on a frequency to be determined by the EOC Operations Section Chief.
- Provide communication services for recovery operations.
- Restore (if necessary) auxiliary radio caches.
- Conduct after-action review.
- Receive, prioritize, and evaluate recovery resource requests.
- Plan and execute the repair, replacement or relocation of county communication system equipment to meet the communication needs of the disaster workers.
- Continue the maintenance of 24-hour continuity of operation. Insure that adequate shift overlap time is provided for the orderly transfer of shift operations.
- Coordinate the restoration of vital records for County facilities, as appropriate.
- Plan for and execute the repair, replacement and restoration of computer equipment.

Finance

- Serve as support for Admin/Finance Section at the EOC during an emergency.
- Assist with applications for federal reimbursement and cost recovery.
- Staff DAE call center during activation.

Fire Rescue (MDFR)

- Serve as lead agency for ESF 4 (Firefighting), ESF 9 (Urban Search and Rescue), and co-lead for ESF 10 (Hazardous Materials).
- Prioritize current incidents, review with EOC Public Safety Branch Director and coordinate with support agencies for ESF 4 (Municipal Branch Representatives, Miami-Dade Water & Sewer), ESF 9 (Municipal Branch Representatives, Miami-Dade Building Department), ESF 10 Response (Municipal Branch Representatives, Miami-Dade Police Department, Miami-Dade County Health Department, Miami-Dade Department of Environmental Resource Management) during an emergency.
- Collect data of current ESF operations/resource status, note the outcomes of the Incident Action Plan and advise Command Posts (Fire, USAR, HAZMAT).
- Provide EMS staff for support of ESF 8 (Health & Medical) within the Evacuation Support Center to assist with the EEAP clients via ambulance.
- Provide EMS staff for support of ESF 8 (Health & Medical) with provision of a Basic Life Support (BLS) Ambulance Team to each hurricane evacuation center to assist with health and safety issues.
- Store and deliver evacuation centers supplies.
- Provide support staff for EOC Planning Section.
- Support damage assessment activities.

Internal Services Department (ISD)

- Serve as lead agency for ESF 7 (Resource Support).
- Develop supporting plans and procedures.
- Participate in training and exercises.
- Develop and maintain inventory of county assets.
- Develop and maintain notification rosters.
- Identify and train staff as EOC representatives.
- Participate in planning with support agencies.
- Ensure that county fuel supplies are at maximum and remind county departments to top of fuel supplies prior to the response period.
- Evaluate resource requests to ensure that all information is accurate and complete.
- Determine the most appropriate method for obtaining the required items.
- Refer the resource request to a procurement specialist as appropriate (all other means of obtaining the resource have been exhausted).
- Determine available or existing resources such as the assets, equipment, supplies, facilities, and vehicles that belong to any given agency.
- Secure items through existing county inventories.
- Obtain the necessary resources through contractors, vendors, other agencies, governments and/or public or private groups.
- In conjunction with Procurement Management Services, solicit vendor information and quotes for supporting agencies.

- Coordinate with the other ESFs within the Logistics Section to identify, acquire and arrange transportation, if needed, of requested resources.
- Assist in the determination of the most appropriate location for the County Staging Area (CSA) and/or Logistical Staging Areas (LSAs), donations warehouses, and distribution sites, as necessary.
- Continue fulfilling resource requests to support recovery activities and EOC agencies.
- Provide staffing for the departments' assigned point of distribution site, if activated.
- Acquire the necessary equipment for established the County Staging Area (CSA) and/or points of distribution.
- Assist in establishing and operating a donations warehouse, if one is needed.
- Identify facilities necessary for recovery activities as needed.
- Support in the provision of transportation of supplies as necessary.
- Continue follow-up and close out of requests made to the State Emergency Operations Center (SEOC).
- Ensure adequate fuel supplies are maintained for county departments and/or operations.
- Update and close-out outstanding resource requests in the Miami-Dade EOC's incident management system.
- Implement emergency purchasing procedure during an EOC activation.
- Manage the Emergency Daily Activity Reports for County employees assigned to work during an emergency.
- Manage the four (4) Regional staging areas for DAEs.
- Assess damages to County owned facilities.

Communications

- Serve as support agency for ESF 5 (Planning) during EOC activation.
- Coordinate with Mayor's Communications Director during emergencies.
- Staff EOC PIO workroom during activations.
- Assist in the development of appropriate messages for press and media releases.
- Support the dissemination of accurate and timely information to the general public.
- Manage and staff the County 311 Contact Center.
- Update the County's hurricane information Web site.
- Coordinate Miami-Dade TV coverage of EOC press conferences and provide translation of these briefings in Spanish and Creole.
- Conducts quarterly call downs to staff to prepare the employees for an actual event – the Reverse 311 system is used for this task.
- Conduct bi-annual hurricane preparedness classes for the staff.
- Provide family tips for 311 employees – tip sheet.
- Conduct bi-annual mock activations – staff reports to their designated site to ensure the process in sync with the event.
- Annual review of carpooling teams are reviewed and updated.
- Provide American Sign Language translators, as needed.

Homeless Trust (HT)

- Coordinate emergency procedures and sheltering operations for homeless population with homeless support agencies.

- Conduct bi-annual census of the county homeless population.

Public Housing and Community Development Department (PHCD)

- Serve as support agency for ESF 6 (Mass Care).
- Address the sheltering and mass care needs of residents of the County's public housing program.
- Assist Unmet Needs Committee in the planning, management and coordination of housing voucher applications, determining qualifications, and issuance of vouchers.
- Support damage assessment activities for County facilities.
- Support the Disaster Housing Task Force

Miami-Dade Expressway Authority (MDX)

- Debris clearance on roads within their jurisdiction.
- Damage assessment on roads within their jurisdiction.

Medical Examiner Department (ME)

- Serve as the lead agency tasked with the identification and disposition of human remains in a mass fatality incident.
- Coordinate the identification and disposition of the deceased, which may include requesting Disaster Mortuary Assistance Teams (DMORTs) in the event of mass casualties.
- Provide DAE for Evacuation Centers
- Lead for Family Assistance Centers for mass fatality incidents

Mayor's Office of Communications

- Serve as lead agency for ESF 14 (Public Information).
- Serve as chief spokesperson for the County.
- Review and re-write standardized and pre-scripted press releases following activation and exercises.
- Conduct EOC press conferences.
- Manage the Press Room during an incident.
- Support the management of the EOC PIO workroom.

Office of Americans with Disability Act (ADA) Coordination

- Provide guidance on assistance and support agencies available for people with disabilities.

Office of Economic Development and International Trade (OEDIT)

- Assist in the planning, management and coordination of housing repairs and business development grants during the recovery phase.

Management and Budget Department (OMB)

- Serve as support agency to Human Resources group within Logistic Section during activation.
- Lead the implementation and continuation of the County's Strategic Plan.
- Coordinate Incorporation and Annexation efforts.
- Manage and administer the federal Ryan White HIV/AIDS treatment Modernization Act of 2006.

Parks, Recreation and Open Spaces Department (PROS)

- Participates in major road clearance efforts following a disaster.
- Assess and reports damage to park facilities including marinas.
- Provides additional support resources as needed (park space and buildings).
- Ensure Turkey Point warning signage is maintained throughout the 10 mile EPZ parks.
- Maintain marine staging area at Matheson Hammock for Turkey Point incident.
- Provides backup veterinarian support to Animal Services and Cooperative Extension.
- Conduct damage assessment in agricultural areas.
- Acts as liaison for agricultural community.
- Acts as liaison between the USDA, Farm Services Agency, and Natural Resources Conservation Agency.
- Acts as liaison with Miami-Dade Office of Agricultural Management.
- Handles emergency veterinarian services for farm animals.

Police Department (MDPD)

- Serve as lead agency for ESF 16 (Law Enforcement) (2 representatives assigned).
- Prioritize current incidents, review with Public Safety Branch Director and coordinate with support agencies for ESF 16 (Municipal Branch Representatives, Miami-Dade County Corrections & Rehabilitation, Miami-Dade County Public Schools Police, Florida Department of Law Enforcement/Florida Highway Patrol, Florida Fish & Wildlife, National Park Service, and US Coast Guard.
- Collect data of current ESF operations/resource status, note the outcomes of the Incident Action Plan and advise MDPD Command Post and MDPD Districts.
- Assign personnel to evacuation assignments to include traffic control, PSN evacuation escort, evacuated area security (as feasible), route alerting.
- Assist in damage assessment missions (e.g., mobile homes, traffic control infrastructure).
- Coordinate & provide staffing of police officers at secondary and tertiary evacuation shelters (when opened).
- Develop de-mobilization plan.
- Participate in debris management and addresses issues arising due to illegal dumping.

Port Miami (Seaport)

- As part of the Transportation Group, liaisons with marine shipping interests.
- Provides information on operability of County ports.
- Conducts damage assessments of port facilities.
- Advise availability of marine fuels.

Property Appraiser (PA)

- Serve as support agency for ESF 3 (Public Works & Engineering).
- Determine value of property within the County for tax purposes.
- Support damage assessment activities during the aftermath of a disaster.

Solid Waste Management (DSWM)

- Develop supporting plans and procedures.
- Conduct training and exercises.
- Develop and maintain inventory of assets.

- Develop and maintain notification rosters.
- Develop plans and procedures for damage assessment.
- Participate in the Debris Management Plan and Debris Management Operations Guide.
- Participate in planning with support agencies.
- Provide equipment, trucks, operators, and supplies for debris clearance.
- Activate the deployment of Initial Damage Assessment (IDA) teams.
- Receive, distribute, and evaluate support and response resource requests.
- List items for inclusion in the situation reports.
- Review team rosters to ensure continuity of operation.
- Provide initial damage assessment for Miami-Dade County.
- Provide damage assessment, reports, and certifications as required.
- Conduct after-action review.
- Receive, distribute, and evaluate resource requests for the area affected by the incident or disaster.
- List items for inclusion in the briefings and situation reports.
- Activate the deployment of mutual aid teams, and other emergency work teams in the disaster area as required.
- Insure adequate shift overlap to allow for transmission of information.
- Coordinate with FEMA and State authorities on data required for reimbursement of expenditures.
- Serve as lead agency for debris management and removal.
- Operate a variety of facilities to include Resource Recovery, landfills, transfer stations and Trash & Recycling Centers.
- Continue day-to-day operations during an emergency.

Transportation and Public Works (DTPW)

- Serve as lead agency for ESF 1 (Transportation) and ESF 3 (Public Works & Engineering).
- Develop and maintain notification rosters.
- Conduct planning with designated support agencies.
- Coordinate bus and driver requirements for evacuation of at risk populations.
- Participate in Transportation Group to support for evacuation planning.
- Conduct a transportation vulnerability assessment on possible impacts of hazardous conditions.
- Collect, analyze, and distribute information on the status of the county's transportation infrastructure.
- Manage transportation services to support emergency operations.
- Preposition equipment and resources based upon projected requirements.
- Provide support and technical assistance to evacuations.
- Coordinate mutual aid requests for transportation services and assets.
- Coordinate the provision of transportation for residents with medical needs during evacuations.
- Cease transportation service as appropriate during an impending storm or other identified hazard and alert the general public in a timely fashion.
- Receive, evaluate, coordinate, and implement support and resource requests for ESF 1 (Transportation).
- Provide sufficient shift overlap to facilitate an orderly transfer of information from one shift to the next.
- Maintain duty roster and attendance log as required.
- Coordinate available manpower and equipment resources to insure continuous 24-hour operation of transportation vehicles when and if required.

- Prepare situation reports for dissemination to the Infrastructure Branch Director.
- Coordinate the flow information to and from tri rail and Amtrak during an EOC activation.
- Provide buses as emergency shelter, as requested, during an incident.
- Evaluate the transportation needs relative to continued sheltering, re-entry into previously evacuated areas and special need persons evacuated.
- Restore county transportation services.
- Coordinate the transportation requirements in support of the establishment of Disaster Assistance Centers (DACs).
- Lead agency for debris clearance from roads, bridges, and secondary canal system.
- Participate in drawbridge lockdown operations.
- Provide primary damage assessment, for roads, bridges, secondary canals systems, and traffic control signs and signals.
- Develop plans and procedures for damage assessment.
- Participate in the Debris Management Plan and Debris Management Operations Guide.
- Participate in planning with support agencies.
- Provide equipment, trucks, operators, and supplies for debris clearance.
- Activate the deployment of Initial Damage Assessment (IDA) teams.
- Receive, distribute, and evaluate support and response resource requests.
- List items for inclusion in the situation reports.
- Review team rosters to ensure continuity of operation.
- Provide initial damage assessment for Miami-Dade County.
- Provide damage assessment, reports, and certifications as required.
- Conduct after-action review.
- Receive, distribute, and evaluate resource requests for the area affected by the incident or disaster.
- List items for inclusion in the briefings and situation reports.
- Activate the deployment of mutual aid teams, and other emergency work teams in the disaster area as required.
- Insure adequate shift overlap to allow for transmission of information.
- Coordinate with FEMA and State authorities on data required for reimbursement of expenditures.
- Serve as lead agency for debris management and removal.
- Operate a variety of facilities to include Resource Recovery, landfills, transfer stations and Trash & Recycling Centers.
- Continue day to day operations during an emergency.

Water and Sewer Department (WASD)

- Provide damage assessment information for Water and Sewer Facilities.
- Report on Water system operability (potable).
- Report on Sewer system operability (lift stations).
- Provide heavy equipment as requested.

Partner Agencies and Others

The following state and federal agencies will have functional responsibilities and representation within the EOC:

Agency for Healthcare Administration (AHCA)

- Provide staff for Health and Medical Group Unit.
- Maintain communication with health care facilities before, during, and after a disaster.
- Assist health care facilities with any problems they may encounter in preparation for an evacuation or after an evacuation.
- Monitor health care facility bed counts and typing information through the online Emergency Status System (ESS) or via manual call-downs with facility points of contact.
- Assist medical facilities that have experienced substantial damage with the relocation of residents/patients to other medical facilities.
- Monitor the operational status of all medical services before during and after the disaster.

Bureau of Radiation Control (BRC)

- Serve as technical expert within the EOC Planning Section during a radiological emergency incident.

Federal Bureau of Investigation (FBI)

- Provide staff at Public Safety Branch within the EOC's Operations Section.
- Coordinate with ESF 16 (Law Enforcement) on operations during an emergency.

Federal Emergency Management Agency (FEMA)

- Lead and support the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation by working in partnership with other organizations that are part of the nation's emergency management system.
- Provide staff at the EOC (when appropriate) during an impending emergency.
- Support damage assessment activities.
- Provide technical guidance and support to County departments, business, other agencies and organizations and individuals on eligibility for applicable federal programs.

Florida Department of Children and Families (DCF)

- Serve as support agency for ESF 6 (Mass Care).
- Coordinate the distribution of bulk (USDA Commodities) food and / or food stamps for federally declared disasters.
- Serve as liaison with licensed day care centers
- Coordinate the provision of mental health services in federally declared disasters.

Florida Department of Environmental Protection (DEP)

- Protect, conserve and manage Florida's natural resources.
- Enforce the State's environmental laws.
- Implement state and federal laws relating to recycling, pollution prevention and solid and hazardous waste management.
- Regulate and register aboveground and underground pollutant storage systems.
- Cleanup sites contaminated with petroleum products, dry cleaning solvents or other hazardous wastes.
- Implement Florida's Solid Waste Program.
- Provide State guidance on debris management.

Florida Department of Transportation (FDOT)

- Participate in debris management on State roads.
- Damage assessment for State roads.
- Participate in drawbridge lockdown operations for State-owned bridges.
- Coordinate toll waiver during evacuations.
- Operate highway alert system.

Florida Division of Emergency Management (FDEM)

- Coordinate efforts of the Federal Government with other departments and agencies of state government, with county and municipal governments and school boards, and with private agencies that have a role in emergency management.
- Maintain a comprehensive statewide program of emergency management.
- Provide staff at the EOC (when appropriate).
- Mobilize and deploy SERT in response to emergencies throughout the State.

Florida Fish and Wildlife Conservation Commission (FWC)

- Staff chair at Public Safety Branch within the EOC's Operations Section.
- Coordinate with ESF 16 (Law Enforcement) to develop county-wide priority list.
- Address incidents based upon list.
- Develop county-wide de-mobilization plan with lead ESF 16 agency.
- Assist with rescue of exotic animals.
- Coordinate removal sunken vessels.
- Coordinate debris removal from navigable waterways.

Florida Department of Law Enforcement (FDLE) / Florida Highway Patrol (FHP)

- Staff chair at Public Safety Branch within the EOC's Operations Section and coordinate FHP support to ESF 16 (Law Enforcement).
- Collect data on current operational and resource status of own agency.
- Develop priority list of incidents within own jurisdiction.
- Coordinate with ESF 16 (Law Enforcement) to develop county-wide priority list.
- Address incidents based upon list.
- Provide support to ESF 16 in evacuation operations.
- Develop county-wide de-mobilization plan with lead ESF 16 agency.

Florida National Guard (FNG)

- Serve as lead for ESF 13 (Military Support).
- Staff chair at Public Safety Branch within the EOC's Operations Section.
- Support EOC Logistics section missions (e.g., POD operations).
- Provide support to ESF 16.
- Address incidents based upon list.
- Develop county-wide de-mobilization plan with lead ESF 16 agency.

Homestead Air Reserve Base (HARB)

- Support air operations for southern part of County.

- Provide staff at EOC (when appropriate).
- Support ESF 2 (Communications).

Florida Department of Health in Miami-Dade County

Health & Medical:

- Serve as lead agency for ESF 8 (Health & Medical).
- Liaison with ESF 8 at the State and Federal level.
- Staff ESF 8 chair at Human Services Branch within the EOC's Operations Section and provide support staff for Health and Medical Group Unit and Evacuation Support Unit (ESU).
- Provide 24-hour staff coverage to the EOC as conditions and activation levels warrant.
- Provide timely status reports to the EOC Human Services Branch Director regarding ESF 8 response activities and essential elements of information (i.e. hospital bed counts and points of contact, state of readiness and preparedness, etc.).
- Submit requests to EOC Human Services Branch Director to request assistance for mutual aid or from the State regarding the need for additional medical staff, equipment, medicine, and other items as needed to maintain suitable medical capabilities in the County.
- Provide health assessments teams to determine the health and medical needs of the community.
- Monitor and address public health issues and concerns.
- Issue public health warnings and advisories in coordination with ESF 14 (Public Information); disseminate health information to the public.
- Coordinate the setup, maintenance, and demobilization of Medical Evacuation Centers (MECs), to include staffing (medical and administrative), shelter inventory supply, and other onsite response functions. Refer to the Medical Evacuation Center (MEC) standard operating procedure for details.
- Provide nursing staff / personnel at Evacuation Centers (ECs).
- Provide Medical Reserve Corps (MRC) volunteers in order to augment evacuation center staffing and support other medical response needs. MRC volunteers will be supplemental and not considered core staff at evacuation centers.
- Coordinate state resources for medical facilities including the request for State Disaster Medical Assistance Teams (SDMAT).
- Coordinate and assume the lead in conference calls including, but not limited to, hospital calls, statewide ESF 8, and others as appropriate.
- Manage the County's Hospital Preparedness Consortium which brings together hospital administration and staff to discuss preparedness and mitigation measures.
- Assure that access and functional needs population transportation coordination is completed.

Environmental Health:

- Lead agency for Environmental Health.
- Provide a liaison to the EOC Human Services Branch in the capacity of Environmental Health Coordinator, and other representatives as appropriate.
- Provide 24-hour staff coverage to the EOC as conditions and activation levels warrant.
- Assist utilities agencies in assessing the potability of public and private water supply systems.
- Evaluate the safety of food and drugs being provided for use by survivor victims at shelters.
- Conduct surveillance and monitoring activities, relating to environmental conditions, which could impact the health of the general public, according to established policies and procedures.

- Provide inspection staff for consultation, as needed, to ensure food and water safety at evacuation centers.

National Hurricane Center (NHC)
- Track and predict the likely behavior of tropical depressions, tropical storms and hurricanes.
- Provide information to EOC for preparation and response to impending weather emergency.

National Park Service (NPS)
- Staff chair at Public Safety Branch within the EOC's Operations Section.
- Collect data on current operational and resource status of own agency.
- Develop priority list of incidents within own jurisdiction.
- Coordinate with ESF 16 (Law Enforcement) to develop county-wide priority list.
- Address incidents based upon list.
- Develop county-wide demobilization plan with ESF 16.
- Provide support to ESF 16 in evacuation operations.

National Resources Conservation Service (NRCS)
- Fund debris removal from canals.
- Assist in erosion prevention in agriculture areas.

National Weather Service (NWS)
- Provide weather, climate forecasts and warnings.
- Operate the NOAA Weather Radio to transmit weather warnings and forecast.

South Florida Water Management District (SFWMD)
- Oversee pre-storm drawdown in primary conveyance systems.
- Monitor water elevations throughout County.
- Remove debris from primary conveyance systems.
- Operate forward pumps and detention basin.
- Conduct damage assessment for primary conveyance systems including structures.

United States Coast Guard (USCG)
- Provide staff for Public Safety Branch within the EOC's Operations Section
- Collect data on current operational and resource status of own agency.
- Develop priority list of incidents within own jurisdiction.
- Coordinate with ESF 16 (Law Enforcement) to develop county-wide priority list.
- Address incidents based upon list.
- Develop county-wide de-mobilization plan with lead ESF 16 agency.
- Provide support to ESF 16 in evacuation operations (water-based).
- Conduct damage assessment for navigable waterways.
- Issue marine safety information bulletins concerning port conditions for Port of Miami and Miami River.
- Assist in drawbridge lockdown operations.
- Order closure or opening of ports.

United States Farm Service Agency (USDA)

- Provides disaster recovery funding to agriculture interests.

United States Small Business Administration (SBA)

- Provide staff to the Human Services Branch within the EOC Operations Section post-disaster.
- Provide disaster loans and funding to impacted individuals and businesses.

Private Not-for-Profit (PNP) & Commercial Organizations

The Miami-Dade County CEMP tasks some commercial utility companies and private not-for-profit (PNP) organizations in the response to and recovery from emergencies/disasters. The following private not-for-profit and commercial agencies each have functional responsibilities and representation within the EOC:

American Red Cross of South Florida Region (ARC)

- Serve as a lead agency for ESF 6 (Mass Care).
- Staff ESF 6 chair at Human Services Branch within the EOC's Operations Section.
- Coordinate the opening, management and staffing of evacuation centers and emergency shelters.
- Provide food, water and ice to disaster victims at shelters or via mobile feeling operations.
- Implement the Safe and Well system to assist with family reunification.
- Coordinate with state and local governments and other private agencies to provide emergency mass care.

Area Hospitals & Nursing Homes

- Provide shelter space for bed bound or 24 hour electrically dependent special needs residents.
- Update State's Emergency Status System with bed counts as requested.

Christian Contractors Association

- Provide free emergency construction services.

Crisis Response Team

- Serve as support to ESF 8 (Health and Medical) during the recovery phase.
- Coordinate local mental health providers to facilitate critical incident response teams to assist survivors, victims, rescuers and others to cope with the trauma related to local disasters, regional or statewide emergencies.
- Compliment and supplement existing intervention and referral services to victims of critical incidents on a regional and statewide level.
- Assign mental health professionals at shelters, Disaster Assistance Centers (DAC), or other field sites as needed.

Florida Regional Interfaith Interagency Emergency Network in Disasters, Inc. (F.R.I.E.N.D.S)

- Assist Unmet Needs Committee in providing for unmet needs by contacting local or statewide interfaith agencies who may be able to provide social services and assist in case management.
- Obtain funds for Unmet Needs Committee that will process unmet needs referrals and assign a caseworker that will identify the agency or organization able to meet the need.

Florida First

- Staff ESF 18 (Business & Industry) during EOC activation.
- Provide information on status of financial institutions.

Florida Health Care Association (FHCA) and Florida Hospital Association (FHA)

- Provide support to AHCA.
- Provide an agency representative to the EOC post-disaster.
- Assist AHCA representative in maintaining communication with nursing homes in the County to ascertain the status and needs of the facilities.

Florida Power & Light (FPL)

- Provide staff to support EOC Infrastructure Branch during activation.
- Report system operability.
- Maintain a website to inform and educate the general public on emergency preparedness.

Greater Miami Chamber of Commerce (GMCC)

- Create and promote economic progress in Miami-Dade County.
- Support sustainable economic development.
- Advocate to enhance the business environment.
- Participate in ESF 18 (Business & Recovery).

Greater Miami Convention & Visitors Bureau (GMCVB)

- Provide staff to support ESF 6 (Mass Care).
- Provide representative to the 311 Contact Center to answer calls coming into Tourism Hotline.
- Provide information on large size events scheduled during the activation.
- Coordinate evacuation information to temporary residents, hotels, and travelers.
- Contact evacuating hotels and assist with evacuation to partner hotels.
- Provide regular updates to ESF 14 (Public Information) regarding hotel status, guest assistance, etc.
- Work to find hotel rooms for first responders and disaster victims.
- Provide business recovery information to tourism industry.
- Serve as liaison to Miami Consular Corp.

Jackson Memorial Hospital (JMH)

- Establish a command center for the coordination of the Medical Management Facilities (MMF) at the EOC's Evacuation Support Unit.
- Manage the operation of all MMFs, assign last minute EEAP registrants and prioritize requests for resources in support of MMF.
- Provide adequate health care staff for the operation of the Medical Evacuation Centers.

Miami Beach Tourism and Convention Division

- Communicate with its various constituencies and national and international consumers during an emergency.
- Minimize potential impact on long term business likely to occur in the aftermath of a crisis or generated by inaccurate media reports.
- Partner with Greater Miami and the Beaches during an emergency and in the aftermath.

- Deploy a Crisis Response Team (CRT) in the event of a crisis.

Miami-Dade County Fair and Exposition

- Provide use of Darwin Fuchs Pavilion as a pet-friendly hurricane evacuation center, logistical staging area or post-disaster temporary housing.

Miami-Dade County Public Schools (MDCPS)

- Serve as one of the ESF 6 (Mass Care) lead agencies during EOC activation.
- Liaison with School Superintendent for announcement of school closings or openings post-disaster.
- Coordinate with American Red Cross and DEM the opening and operation of school-designated evacuation centers.
- Provide support to evacuation centers as outlined in MDCPS emergency procedures.
- Implement transportation and family reunification plans as outlined in the Turkey Point Nuclear Power Plant plan.
- Provide an adequate number of ambulatory and wheelchair accessible vehicles and staff to transport special needs residents to evacuation centers.
- Support damage assessment activities.

Miami-Dade Public Schools Police (MDPSP)

- Provide staff at Public Safety Branch chair within the EOC's Operations Section.
- Coordinate & provide staffing of officers at primary evacuation shelters.
- Collect data on current operational and resource status of own agency.
- Develop priority list of incidents within own jurisdiction.
- Coordinate damage assessment missions of school infrastructure.
- Develop de-mobilization plan.

Municipal Fire, Police, Public Works Departments, and Building Officials

- Assist in the staffing of police officers in evacuation centers.

- Communicate with EOC via appropriate Divisional EOC Lead Municipality.
- Provide damage assessment information for their specific jurisdiction.

Private Ambulances

- Assist with the evacuation of medical facilities and registrants in the Emergency Evacuation Assistance Program.

Radio Amateur Civil Emergency Service (RACES)

- Serve as support agency for ESF 2 (Communications) during EOC activation.
- Staff EOC radio room during activation.
- Provide communication support to various locations throughout the county such as shelters, hospitals.
- Provide communication support to damage assessment teams.

Salvation Army

- Serve as support agency to ESF 11 (Food and Water) during EOC activation.

- Provide mass care services to disaster victims via canteen trucks.
- Provide food and water for distribution by mass care agencies.
- Provide for and implement emergency aid station services.

Voluntary Organizations Active in Disaster (MD-VOAD)

- Serve as support agency for ESF 6 (Mass Care) and ESF 15 (Volunteer and Donations) during the recovery phase.
- Serve as the clearinghouse for coordinating the provision of services and volunteers to assist with the delivery and distribution of food, water and supplies to disaster victims.
- Coordinate the response by social agencies, faith-based organizations, and county agencies to identify and meet long term and unmet needs following the response to a disaster.
- Help identify appropriate facilities for storage of bulk items.
- Assist Unmet Needs Committee by contacting appropriate member agencies or other voluntary organizations able to meet the needs of the disaster victim.

United Way of Miami-Dade (UW)

- Provide staff support to ESF 15 (Volunteer and Donations) during EOC activation.
- Coordinate management of donations post-disaster.
- Solicit support from private industry through financial donations or in-kind donations to assist with recovery operations.
- Manage Volunteer Reception Center.

Infrastructure Companies that report system operability:

- Amtrak
- AT&T*
- Comcast Cable
- CSX Corporation
- Florida City Gas
- Teco Peoples Gas

Vital Records Maintenance

Natural and man-made hazards can pose a significant threat to the preservation of vital government records. All county departments and non-county organizations must ensure the protection of vital, permanent, or historical records. Protection of these records is the responsibility of Department Director or his/her designee. This person acts as the custodian of the records for their respective department. Each department and organization must determine which records need to be preserved and must develop procedures that safeguard those records.

Vital records are those that are essential to the continuation of the day-to-day operations and functions. Such records may include but are not limited to Miami-Dade County Code, County Commission records, Miami-Dade County fiscal records, court records, emergency operations plans and procedures, maps, lists of critical facilities, vital statistics, and land and tax records.

Each department's plan for the preservation of its vital records should, at the minimum, include:

- Identification of those records considered vital by the department or organization;

- Documentation of the location of the original and any copies of the vital records;
- Procedures for storing, backing-up, and keeping copies of vital records in safe locations during daily operations and during emergency situations;
- Procedures for retrieval of vital records after an emergency or disaster.

PART 2 – MIAMI-DADE EMERGENCY MANAGEMENT

CEMP Maintenance[28]

OEM is responsible for publishing the Miami-Dade CEMP and its revisions. The Director of OEM or his/her designee is responsible for ensuring that the CEMP is maintained, reviewed, and developed. A comprehensive review and revision of the CEMP's Basic Plan is conducted once every four years. All revised sections of the CEMP are completed and available for distribution on the anniversary date of the fourth year.

During the four years prior to the comprehensive revision, the OEM will take as many opportunities as possible to review the effectiveness of the CEMP. Tabletop and full scale exercises, as well as, actual emergencies and disasters are the primary methods the OEM employs to evaluate the CEMP. Following each exercise and activation of the EOC, the OEM conducts critiques to determine those areas of the CEMP deemed insufficient in meeting the needs of the emergency or disaster. OEM compiles all of these findings and incorporates them into the CEMP at the appropriate time.

The Subparts within the basic plan will are kept current at all times. In order to develop and maintain each Subpart within the basic plan, OEM Coordinators and Planners are assigned to work in cooperation with federal, state, county, municipal, and private entities that have responsibility for, knowledge of, and experience in the specific issues addressed in a given subpart.

The OEM maintains a distribution list for the CEMP. All those persons or organizations receiving a copy of the CEMP are recorded in a database.

Annexes, Plans and Operations Guides

The Director of Emergency Management or his/her designee has the overall responsibility for ensuring that the OEM's Annexes, Plans and Operations Guides and associated checklists are kept current. The Director or his designee assigns personnel from the OEM to be accountable for the upkeep of specific policies and checklists. All other county departments and organizations that have emergency response or recovery assignments are responsible for developing and maintaining their own plans. These agencies designate an individual(s) to liaison with Miami-Dade EOC as the disaster coordinator for their agency. This person maintains the agency's emergency related plans.

OEM's annexes, plans, operations guides and supporting checklists are exercised, reviewed, and revised on a continuous basis. After-action exercises are conducted to help critique those procedures and checklists that were followed during the event to gauge for overall effectiveness. OEM revises the appropriate portions of its annexes, plans, operations guides and checklists based upon the findings and recommendations from the after action report.

[28] EMAP 4.4.2 (7)

PREPAREDNESS

PART 1 – TRAINING

General

Miami-Dade Office of Emergency Management undertakes a constant year-round approach in preparing a response, recovery, and mitigation effort. Aside from developing and maintaining a local CEMP, OEM Coordinators and Planners engage in numerous training sessions dealing with hurricanes, radiological emergencies, hazardous material emergencies, and mass casualty incidents. OEM policy I-2 identifies the minimum training requirements for OEM staff and identifies the timeframe in which trainings must be completed.

Roles

The Training and Exercise Coordinator is responsible for performing periodic needs assessments to coordinate the training of all Miami-Dade Emergency Management personnel. County and municipal agencies that perform roles during emergencies and disasters will also receive adequate training.

OEM is responsible for providing community education to Miami-Dade County organizations and citizens.

Programs

The training programs currently in place cover those topics that must be understood by all OEM staff and all other personnel of county and municipal agencies serving a policy or coordination role in emergencies and disasters. These programs are divided into 2 categories developed by:

1. State/Federal; and
2. Miami-Dade OEM

A list of current State and Federal Programs can be found at: www.floridadisaster.org and www.fema.gov. A list of Miami-Dade County OEM Programs can be found at www.miamidade.gov/oem.

PART 2 – EXERCISES

Agencies

The agencies that participate in these programs vary by type of exercise. Generally, there are agencies that will be exercised more frequently than others depending on the aspects being examined. Agencies most likely to be represented include:

- OEM;
- Law Enforcement;
- Fire Rescue;
- MD Health Dept.;
- Transit Agencies;
- ARC;

Procedures

The Miami-Dade OEM Training and Exercise Coordinator develops an Exercise Design Team involving representatives of critical county and municipal agencies to help design, develop and implement exercises. The Training and Exercise Coordinator chairs the team and is responsible for all aspects of the exercise being implemented or resolved. The composition of the team depends largely upon the scenario of the exercise.

The procedure utilized in developing the design of large-scale functional exercises is to identify those aspects that have not been recently tested or implemented (within 1 year), and develop objectives to examine those aspects. New procedures are tested for utility in the exercise. Exercise Design Team (EDT) members prepare objectives for their respective agency types and later serve as controllers or evaluators during the exercise.

Exercise evaluation is performed by like agencies acting as evaluators. Evaluators observe the aspects of decision-making and implementation. Deficiencies that are found are reviewed and recommendations are put forth for improvement and are developed as part of the exercise evaluation document. The EDT Chair is the Chief Controller of the exercise unless the coordinator is an active player. In that circumstance, an appropriate replacement is selected. The person designated as the Chair is responsible for the development, distribution, and follow up of the evaluation document.

OEM annually schedules a major hurricane exercise in cooperation with FDEM.[29] Radiological exercises are scheduled annually with FPL. The Training and Exercise Coordinator schedules all other exercises on an as needed basis.

PART 3 – PUBLIC AWARENESS AND EDUCATION

Subpart A – General

Responsibilities

Public awareness and education prior to any emergency is crucial for successful public information efforts during and after an emergency. The responsibility of educating the public lies with OEM.

Programs

The Volunteer and Outreach Coordinator and Community Engagement and COOP Planner work through a variety of programs to promote a high level of public awareness. Presentations are made regionally throughout the County and as requested by various citizen groups. There are materials developed specifically for visitors, people with special needs, and other transient populations. Education programs are also advanced by county and regional websites, school curriculums, and public displays of preparedness information.[30] These programs are conducted in English, and when possible, in Spanish and Haitian Creole.

[29] StormReady Guideline 3.2

[30] StormReady Guideline 3.3

Subpart B – Disseminating Public Information

Emergency Public Information[31]

When an emergency threatens the community, emergency instructions are distributed through the various communications systems and social media outlets available to the EOC.

The Emergency Alert System (EAS) is used to deliver emergency messages about immediate threats to the general public via electronic media stations. Television and radio stations are provided with the capability to broadcast "live" from the EOC. All cable channels are capable of transmitting messages regarding impending disasters, shelter locations and assignments, along with other emergency information. Miami-Dade Alerts is used to transmit emergency notifications to wireless devices such as cellular phones, text pagers, Personal Data Assistance (PDA) devices and e-mails. The 311 staff is also trained to answer questions from the public during an event. The 311 filters information gained from the public.

The Social Media Unit Leader of the EOC Planning Section is responsible for the collection, evaluation, and tweeting of information during a partial or full-scale activation. The EOC Planning Section Chief and the Lead PIO will vet information suitable for dissemination via social media and oversee the duties of the Social Media Unit Leader. The Social Media Unit Leader will monitor social media for information that may require a response from the EOC. Prior to Level 2 or 1 EOC Activation social media information dissemination will be conducted by the OEM Volunteer and Outreach Coordinator and the Mayor's Office of Communications.

The Mayor, Director of Emergency Management or designee, the Mayor's Office of Communications, and the Lead PIO are the only "official" spokespersons for Miami-Dade County who are authorized to release information to the media when the EOC is activated. All public information will be coordinated and approved by concerned agencies and departments and released by one of these individuals. A press room in the EOC allows the media outlets to broadcast directly from the EOC. There is also a dedicated, multi-station fax system to provide scripted information to the electronic and print media.

The above communication tools are conducted in English, Spanish and whenever possible Haitian Creole. Particular emphasis is made to communicate with transient and tourist populations.

EOC Human Services Branch Director functions as a liaison to FEMA and the State for community relations activities at the EOC. The EOC Human Services Branch Director with the support of ESF 15 and the DAE program coordinator will be responsible for the coordination for community relations response, to include the formation of the Disaster Survivability Assessment Teams (DSAT). The DSAT, in conjunction with the Coordinated Damage Assessment Teams, and the GIS Unit with the use of Snapshot (https://damage.miamidade.gov/) will determine the most critically damaged or impacted areas for the FEMA/State Team to focus on. DSAT will conduct "outreach" activities in an effort to inform disaster victims concerning what programs are available, where the Disaster Recovery Centers are located and hours of operation. This outreach will be accomplished by utilizing all media resources and by assembling and deploying outreach teams to remote areas to inform residents of assistance efforts. The EOC Human Services Branch Director will coordinate with the PIO, the 311 Answer Center, other community response agencies such as Miami-Dade VOAD, Miami-Dade Communities Organized to Respond to Emergencies

[31] EMAP 4.4.3 (11)

(MD C.O.R.E.), county health and human services agencies, community service providers, community outreach programs, municipal liaisons, and civic leaders to ensure areas with major damage and with populations not likely to receive recovery information are identified and reached. A list of key community leaders to be contacted after an emergency is declared by the Office of the Mayor.

GIS Maps – Evacuation Areas

The GIS maps that indicate the parts of Miami-Dade County that are strongly recommended to evacuate due to storm surge are included in Figure 21. Revised maps are supplied to all interested parties as early as possible. Storm surge planning zone maps are also found on the OEM website and in the annual Hurricane Guide.

FINANCIAL MANAGEMENT[32]

PART 1 – INTRODUCTION

Authority

The authority of all administrative support during the response and recovery phases of any given disaster encountered by Miami-Dade County rests with the Mayor. The Mayor typically delegates this responsibility to the Deputy Mayor(s) who confers the duties of the administrative process on the Director of Emergency Management. This process provides the County with a three-tiered line of succession.

PART 2 – PROCEDURES

Miami-Dade County employs a uniform code of administrative procedures that addresses the completion and timely filing of all financial reports.

In the event of EOC activation, each county department assigned to an ESF incurs expenses in performing their support and response functions. In most cases, those expenses are eligible for reimbursement by state or federal sources. All costs, whether budgeted, unbudgeted or not reimbursed from state or Federal sources, are absorbed in their respective budgets. The departments and agencies are responsible for tracking and documenting their own expenses. Departments complete a FEMA-compatible daily activity report (DAR) that is processed pursuant to administrative procedures. Agencies that are not fiscally responsible to Miami-Dade County must utilize their own established reporting procedures and submit supporting documentation to the EOC.

[32] EMAP 4.4.3 (1)

APPENDICES

EMERGENCY SUPPORT FUNCTION 1 (TRANSPORTATION)[33]

Part 1 – General

Introduction

Emergency Support Function 1 deals with transportation issues during the preparation, response and recovery phases of a disaster.

Lead Agency

Miami-Dade Department of Transportation and Public Works (DTPW)

Support Agencies

Florida Department of Transportation (FDOT)
Florida National Guard
Miami-Dade Aviation Department
Miami-Dade Corrections & Rehabilitation Department
Miami-Dade County Public Schools
Miami-Dade Expressway Authority
Florida Turnpike Enterprise
Miami-Dade Office of Emergency Management
Miami-Dade Police Department
Miami-Dade Department of Solid Waste Management
Port Miami
United States Coast Guard (USCG)

Scope

ESF 1 is responsible for the coordination of all transportation resources prior to, during and following an emergency and/or disaster. This includes coordination and collaboration with external bodies such as state and federal governments, mutual aid partners, contractors, vendors, and suppliers, and other private associations or organizations as necessary. ESF 1 is also responsible for the development of situation reports and action plans for all available modes of transportation and submit to the Infrastructure Branch Director.

Purpose

The purpose of this ESF is to provide, in a coordinated manner, the resources of the primary and support agencies to support emergency transportation needs during an emergency or disaster in the county. ESF 1 can provide personnel and resources to support the coordinated response to the emergency or disaster event that can reach throughout the county. ESF 1 resources are used when individual agencies are overwhelmed and additional transportation services are needed. The priorities for allocation of these assets will be:

- Evacuation assistance
- Traffic control
- Debris clearance
- Logistical transportation

[33] EMAP 4.4.3 (27)

- Emergency repairs

Part 2 – Concept of Operations

General

- The Infrastructure Branch Director, in cooperation with the ESF 1 lead agency, will, in the event of an incident or disaster, notify agencies to activate previously identified personnel to the duty roster in the Miami-Dade EOC.
- It will be the responsibility of the EOC Infrastructure Branch Director to notify all ESF 1 lead and support agencies (the ESF 1 support team) of any pending incident or disaster and to advise them of when and where their previously designated personnel are to report for duty if activation is required.
- Designated ESF 1 personnel must have the authority of their individual agencies to commit available and obtainable resources without having to secure approval from any other management level.
- It will be the responsibility of the ESF 1 support team to review and assess developing transportation problems and respond in the following manner:

    1. Prepare periodic situation reports and submit to the EOC Infrastructure Branch Director.
    2. Assess developing transportation problems and coordinate corrective measures.
    3. Transportation resource requests submitted to ESF 1 will be copied to the EOC Infrastructure Branch Director.

Organization

- ESF 1 operates within the Infrastructure Branch and under the administration of the EOC Operations Section Chief.
- The Miami-Dade Department of Transportation and Public Works (DTPW) is the ESF 1 lead agency. In cooperation with the support agencies, DTPW is responsible for the coordination of the available and obtainable resources applicable to ESF 1.
- The EOC Infrastructure Branch Director is responsible for ensuring the attendance and participation of designated individuals within the support team at ESF 1 meetings, conferences, training, and exercises.
- The ESF 1 support team and the EOC Infrastructure Branch Director will, on an annual basis, review and revise, as necessary, the applicable sections of the Miami-Dade CEMP.
- The ESF 1 support team, in conjunction with the EOC Infrastructure Branch Director will develop and maintain a database of emergency contact points.
- In conjunction with the EOC Infrastructure Branch Director, ESF 1 support will maintain a database of available and obtainable resources that may be employed on an as required base during or after an incident or disaster event. An inventory of vehicles available for use in a declared disaster is maintained by DTPW and updated monthly.
- The overall management of ESF 1 will be the responsibility of the EOC Infrastructure Branch Director. His or her duties will include:
    - The establishment and maintenance of an ESF 1 duty roster insuring 24-hour continuity of operation when required.
    - The maintenance and timely issuance of situation reports, as appropriate, to the EOC Operations Section Chief.

Direction and Control

- As the lead agency, DTPW will manage and control the operation of ESF 1. This ESF's Mission is to provide, in a coordinated manner, the resources of the primary and support agencies to support emergency transportation needs during an emergency or disaster in the county.
- ESF 1 has several responsibilities when activated, these include:
  - Collect, analyze, and distribute information on the status of the county's transportation infrastructure.
  - Manage transportation services to support emergency operations.
  - Provide buses as emergency shelter, as requested by the EOC Infrastructure Branch Director, during an incident.

ESF 1 Interface

- ESF 1 will coordinate directly with other EOC Infrastructure Branch agencies ESF's for available and obtainable resources.
- ESF 1 will interface with the EOC Infrastructure Branch Director when seeking available and obtainable resources from other ESF's outside the Infrastructure Branch.
- ESF 1 will exhaust all available and obtainable resources before turning a request for support or resources over to ESF 7 (Resource Support).

Preparation

During the preliminary phases, prior to the advent of an incident or disaster, a number of preparatory tasks must be accomplished. The following represents a list of those preparatory actions for ESF 1:

- Developing and maintaining notification rosters.
- Conducting planning with designated support agencies.
- Coordinating bus and driver requirements for evacuation of at risk populations.
- Participating in the Evacuation Transportation Group Meeting to support evacuation planning.
- Conducting a transportation vulnerability assessment on possible impacts of hazardous conditions.

Response

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions by ESF 1. The following represents a list of those basic response actions:

- Collect, analyze, and distribute information on the status of the county's transportation infrastructure.
- Manage transportation services to support emergency operations.
- Pre-position equipment and resources based upon projected requirements.
- Provide support and technical assistance for evacuations.
- Assist in coordinating mutual aid requests for transportation services and assets.
- Coordinate the provision of transportation for residents during evacuations.
- Cease transportation service as appropriate during an impeding storm or other identified hazard and alert the general public in a timely fashion.
- Ensure there is adequate fuel to conduct transportation missions.
- Provide sufficient shift overlap to facilitate an orderly transfer of information from one shift to the next.

- Maintain duty roster and attendance log as required.
- Coordinate available manpower and equipment resources to insure continuous 24-hour operation of transportation vehicles when and if required.
- Prepare situation reports for dissemination to the EOC Infrastructure Branch Director (during response and recovery).
- Assist in coordination of the flow of information to and from Tri-Rail and Amtrak during EOC activation.
- Provide buses as emergency shelter, as requested by the EOC Infrastructure Branch Director, during an incident.

Recovery

The Recovery period is divided into three basic phases. The first phase, Short Term Recovery, begins while the Response Phase is ending. Short-term recovery can be defined as that period of time when the temporary restorations of daily activities are implemented. The coordination of this phase of the recovery process is the direct responsibility of the Miami-Dade EOC. The following represents a synopsis of the Short Term Recovery responsibilities of the ESF 1 lead and support agencies:

- Transportation of food and water for ESFs 6, 8, 10 and 11, transportation of logistical supplies – blankets, cots, generators, tents, heavy equipment, etc. for ESF 7 and replenishment of fuel supplies in concert with ESF 12 (Energy).
- Evaluation of the transportation needs relative to continued sheltering, re-entry into previously evacuated areas, and the movement of the general and special needs populations.
- Resumption of basic transportation services for the community.
- Transportation of recovery personnel and equipment generated as a result of mutual aid agreements.
- Provision of transportation assistance to damage assessment teams and emergency response teams, as necessary.
- Coordination of transportation in support of Disaster Assistance Centers (DACs).
- Coordination of resource requests through the EOC emergency management software.
- Preparation of Incident briefing reports and situation reports for submittal to the EOC Infrastructure Branch Director.

The second phase is the Intermediate phase which would involve the activation of the Recovery Operations Center and Recovery Support Function (RSF) Transportation. The final phase is Long Term Recovery which involves the permanent restoration of the daily activities and infrastructure and is the responsibility of the individual agencies impacted by the incident or disaster.

EMERGENCY SUPPORT FUNCTION 2 (COMMUNICATIONS)[34]

Part 1 – General

Introduction

Emergency Support Function 2 deals with the issue of communications during the response and recovery phases of a disaster.

Lead Agency

Miami-Dade Information Technology Department (ITD)

Support Agencies

AT&T
ESF 18 Networking Agencies and Corporate Partners
Florida Department of Transportation
Homestead Air Reserve Base
Miami-Dade Fire Rescue
Miami-Dade Office of Emergency Management
Miami-Dade Police Department
Municipal Partners
Radio Amateur Civil Emergency Services (RACES)
United States Coast Guard

Scope

- The available resources of ESF 2 may be defined as the personnel, technology, equipment, and supply resources.
- The obtainable resources may be defined as the personnel, technology, equipment, facilities, material, and supplies obtainable from contractors, vendors, suppliers, related agencies of federal, state, and local governments, and public and private associations or organizations.

Purpose

It is the responsibility of ESF 2 to provide and coordinate communication equipment and services to Miami-Dade County for field operations during the response and recovery phases of an incident or disaster.

Part 2 – Concept of Operations

General

- In the event of an incident or disaster, Miami-Dade ITD, as lead ESF 2 agency, will notify agencies to activate previously identified personnel to the duty roster in the Miami-Dade EOC.
- It will be the responsibility of the EOC Infrastructure Branch Director to notify all ESF 2 support agencies (the ESF 2 support team) of any pending incident or disaster and to advise them of when and where their personnel are to report for duty if activation is required.

[34] EMAP 4.4.3 (4)

- ESF 2 is responsible for arranging staffing patterns of available manpower to insure continuous 24-hour operation if required.
- Designated ESF 2 personnel must have the authority of their individual agencies to commit available and obtainable agency resources without having to secure approval from any other management level.
- It will be the responsibility of the ESF 2 team to review and assess any developing communications problems and respond in the following manner:
  - Assess developing communication problems, develop corrective actions, and implement on a priority basis.
  - Prepare periodic situation reports and submit to the EOC Infrastructure Branch Director.
- Resource support requests, received by ESF 2, will be evaluated, prioritized and acted upon if the resource request is technically practical and within the objectives for the incident, response or recovery.

Organization

- ESF 2 operates within the EOC Infrastructure Branch.
- The Miami-Dade ITD, in conjunction with the EOC Infrastructure Branch Director, is responsible for the operation of ESF 2.
- The EOC Infrastructure Branch Director is responsible for coordinating the attendance and participation of designated agencies within the ESF 2 support team in meetings, conferences training sessions, and exercises.
- The EOC Infrastructure Branch Director and the ESF 2 support team will, on an annual basis, review and revise, as necessary, the applicable sections of the Miami-Dade CEMP.
- With the Lead and Support agencies will establish and maintain a database of available and obtainable resources that may be employed on an as required basis during or after an incident or disaster.
- The EOC Infrastructure Branch Director, along with the ITD, will develop and maintain a database of emergency contact points.
- The overall administration and coordination of the ESF 2 team will be the responsibility of the EOC Infrastructure Branch Director, his or her duties will include:
  - The establishment and maintenance of an ESF 2 duty roster, insuring 24-hour continuity of operation when required.
  - Maintenance and timely issuance of situation reports to the EOC Operations Section Chief.
- Prior to a disaster declaration, all amateur radio operations within the EOC are handled by the Radio Amateur Civil Emergency Services (RACES). The RACES Emergency Coordinator governs the operation of RACES within the EOC. The RACES Officer or the Assistant RACES Officer controls the operation of RACES within the EOC and reports to the Logistics Section.

Direction and Control

- As the lead agency, ITD will manage and control the operation of ESF 2. ESF 2 will provide resources that include contracts for goods and services, liaison with response and recovery teams, and radiological emergencies.
- The procedure for receiving, prioritizing, and acting upon emergency communication resource requests is as follows:

- The EOC Infrastructure Branch Director receives the resource request from another Branch Director or from the EOC Operations Section Chief. The request is then passed on to the ESF 2 lead agency.
- The ESF 2 lead agency sends the request to the ESF 2 team for evaluation and prioritization based upon available equipment and manpower.
- The lead agency will advise, in writing, an estimated completion time and submit the estimate to the EOC Infrastructure Branch Director.

ESF 2 Interface

ESF 2 is obliged to interface with all support groups, both in the operations arena and in the support section.

Preparation

During the preliminary phases, prior to the advent of an incident or disaster a number of preparatory tasks must be accomplished. The following represents a list of those preparatory actions:

- Contact the designated ESF 2 agencies.
- Arrange for 24-hour continuity of operations and set up the duty roster, as conditions require.
- Confirm municipal branch EOC activations and test communication systems.
- The ESF 2 lead agency establishes contact with the state ESF 2 counterpart.
- Note any communication system that does not meet operational status and report to the EOC Infrastructure Branch Director.

Response

The response phase of an incident or disaster requires that a number of tasks be accomplished by ESF 2. The following represents a list of those basic response actions:

- Receive, evaluate, and support resource requests for ESF 2.
- Arrange for 24-hour continuity of operation and review periodically.
- Establish duty roster and sign in/out log.
- Confirm operational status of all local communication systems, including those established at mass care and shelter facilities, and establish contact with the state and municipal branch EOCs. Repeat operational status checks periodically.
- Review preliminary vulnerability and create an evaluation based upon predicted incident conditions and transmit situation report to the Infrastructure Branch Director.
- Collect information relative to ESF 2 and prepare situation reports on a frequency to be determined by the EOC Operations Section Chief.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 2. The following represents a list of those basic recovery actions:

- Receive, prioritize, and evaluate recovery resource requests.
- Check communication systems for operational status in evacuation centers, mass care facilities, feeding sites, distribution sites, staging areas, and disaster assistance centers.

- Plan and execute the repair, replacement or relocation of communication system equipment to meet the communication needs of the disaster workers.
- Continue the maintenance of 24-hour continuity of operation. Insure that adequate shift overlap time is provided for the orderly transfer of shift operations.

EMERGENCY SUPPORT FUNCTION 3 (PUBLIC WORKS and ENGINEERING)[35]

Part 1 - General

Introduction

Emergency Support Function 3 deals with the issue of public works and engineering during the response and recovery phases of a disaster including debris clearance and removal, damage assessment and emergency and long-term repairs. Coordination with ESF 18 will be essential for the assessment and reparation of privately owned infrastructure.

Lead Agency

Miami-Dade Department of Transportation and Public Works (DTPW)

Support Agencies

ESF 18 Networking Agencies and Corporate Partners
Florida Department of Transportation
Miami-Dade Aviation Department
Miami-Dade Internal Services Department
Miami-Dade Regulatory and Economic Resources Department (RER)
Miami-Dade County Cooperative Extension Service
Miami-Dade Department of Solid Waste Management
Miami-Dade Fire Rescue
Miami-Dade Office of Emergency Management
Miami-Dade Parks, Recreation & Open Spaces Department
Miami-Dade Water and Sewer Department
Municipal Partners
PortMiami
South Florida Water Management District

Scope

- The available resources of ESF 3 may be defined as personnel, technology, equipment, and supply resources.
- The obtainable resources of ESF 3 may be defined as the personnel, technology, equipment, facilities, material, and supply resources obtainable from contractors, vendors, suppliers, and related agencies, of federal, state, and local governments, public and private associations or groups.

[35] EMAP 4.4.3 (5), (6), (7), and (24)

Purpose

ESF 3 (Public Works and Engineering) assists the EOC by coordinating and organizing the capabilities and resources of the various county, state, municipal and private agencies that provide public works and infrastructure services within Miami-Dade County. ESF 3 agencies facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident requiring a coordinated county-wide response. ESF 3 functions include critical infrastructure and key resource restoration, damage assessment, debris management services.

The resources of ESF 3 will be employed in the event of an incident or disaster to accomplish the following:

- Emergency debris clearance in order to access critical facilities
- Perform initial damage assessments to community
- Perform the initial survey of infrastructure damage and prioritize preliminary repair
- Assessments of publicly owned critical infrastructure including but not limited to roads, bridges, canals, critical government facilities, storm water collection, water and sewer treatment, beaches and marinas
- Emergency repair, or closure of damaged government facilities/assets
- Emergency repair and debris removal from canals
- Emergency repair, rerouting of traffic and closure of damaged roads and bridges
- Emergency repair, temporary traffic signs or coordination of alternate traffic control for intersections
- Emergency repair of potable water, sanitary sewer and storm water collection systems
- The emergency stabilization or demolition of public and/or private structures to facilitate search and rescue or to protect the health and welfare of the community
- Perform the initial survey of infrastructure damage and prioritize preliminary repair
- Coordination of debris removal and/or disposal processes to ensure that they occur in an orderly and timely fashion

Additional information related to ESF 3 functions can be found in the following plans, maintained by OEM, which includes:

- Debris Management Plan
- Debris Management Operations Guide
- Hazard Impact and Assessment Plan
- Drawbridge Operations Plan

Part 2 – Concept of Operations

General

- As the lead agency, Miami-Dade Department of Transportation and Public Works will notify agencies to activate previously identified personnel to the duty roster in the Miami-Dade EOC.

- It will be the responsibility of the EOC Infrastructure Branch Director to notify all ESF 3 agencies of any pending incident or emergency and to advise them of when and where their previously designated personnel are to report for duty if activation is required.
- It will be the responsibility of ESF 3 Team to review and asses developing infrastructure and engineering problems and respond in the following manner:
  - Prepare periodic situation reports and submit to the Infrastructure Branch Director.
  - Assess ESF 3 related problems, develop corrective measures, and submit response and short-term recovery action plans to the EOC Infrastructure Branch Director.

Organization

- ESF 3 operates within the EOC Infrastructure Branch under the EOC Operations Section Chief.
- The EOC Infrastructure Branch Director is responsible for coordinating the attendance and participation of ESF 3 in meetings, conferences, training sessions, and exercises.
- The Infrastructure Branch Director and ESF 3 support team will, on an annual basis, review and revise, as necessary, the applicable sections of the Miami-Dade CEMP.
- The EOC Infrastructure Branch Director, along with the lead agency, will develop and maintain a database of emergency contact points.
- ESF 3 will establish and maintain a database of resources that may be employed on an as required basis during or after an incident or disaster. The database will include engineering services, construction resources and any materials that may require pre-positioning in the preparation phase of an anticipated incident or disaster.
- The overall administration and coordination of ESF 3 will be the responsibility of the ESF 3 lead agency whose duties will include:
  - The establishment and maintenance of an ESF 3 duty roster insuring 24-hour continuity of operation when required.
  - Maintaining the timely issuance of situation reports, as appropriate, to the EOC Infrastructure Branch Director.
- Designated ESF 3 personnel must have the authority of their individual agencies to commit available and obtainable agency resources without having to secure approval from any other management level.

Direction and Control

The procedures for receiving, evaluating, and prioritizing resource requests is as follows:

- ESF 3 receives the resource request from the EOC Infrastructure Branch Director.
- ESF 3 will then prioritize the request based upon urgency, available manpower and equipment resources.
- ESF 3 will then advise in writing, an estimated completion time and submit this to the Infrastructure Branch Director.

Each agency within ESF 3 is individually responsible for the maintenance of an inventory of available and obtainable resources including vehicles, equipment, facilities, personnel, and material.

ESF 3 Interface

ESF 3 may interface with any of the represented ESF's within the Miami-Dade Emergency Operations Center.

Preparation

During the preliminary phases prior to the advent of an incident or disaster, a number of preparatory tasks must be accomplished. The following represents a list of those basic preparatory actions:

- Contact the designated ESF 3 personnel.
- Arrange for sufficient staff to provide for a continuous 24-hour continuity of operation at the EOC.
- Confirm the municipal branch EOC activations and initiate the points of contact databases within each ESF 3 support group as they activate.
- ESF 3 lead agency then establishes contact and liaison with the state ESF 3 at the state EOC.
- Perform a preliminary vulnerability evaluation based upon predicted conditions and transmit to the EOC Infrastructure Branch Director.
- Confirm operational status of all notification, communication and support systems relevant to ESF 3.

Response

The response phase of an incident or disaster requires that a number of tasks be accomplished by ESF 3. The following represents a list of those basic response actions:

- Receive, distribute, and evaluate support and response resource requests.
- List items for inclusion in the situation reports.
- Collect information and prepare situation reports on a frequency to be agreed upon with the EOC Operations Section Chief.
- Review team rosters to ensure continuity of operation.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 3. The following represents a list of those basic recovery actions:

- Receive, distribute, and evaluate resource requests for the area affected by the incident or disaster.
- List items for inclusion in the briefings and situation reports.
- Activate the deployment of IDA teams, mutual aid teams, and other emergency work teams in the disaster area as required.
- Continue the maintenance of continuity of operation. Insure adequate shift overlap to allow for transmission of information.

EMERGENCY SUPPORT FUNCTION 4 (FIREFIGHTING)[36]

PART 1 – General

Introduction

Emergency Support Function 4 deals with the issue of firefighting during the response and recovery phases of a disaster.

[36] EMAP 4.4.3 (14)

Lead Agency

Miami-Dade Fire Rescue Department (MDFR)

Support Agencies

City of Coral Gables Fire Rescue
City of Hialeah Fire Rescue
City of Key Biscayne Fire Rescue
City of Miami Fire Rescue
City of Miami Beach Fire Rescue
Division of the State Fire Marshall
Florida Fire Chiefs' Association

Scope

The firefighting resources of the primary and support agencies listed under ESF 4 are utilized under any level of activation of the Miami-Dade EOC.

- The available resources of ESF 4 include personnel, facilities, equipment, vehicles and supplies.
- ESF 4 will be utilized for planned events [deemed by the United States Department of Homeland Security (DHS) as a National Special Security Event (NSSE) (e.g. Super Bowl)], major county disasters or complex incidents, major state-wide disasters, and terrorist attacks within the local community, county, or state.

Purpose

It is the responsibility of ESF 4 to provide and coordinate the human, technical, equipment, facility, materials, and resources of, or obtainable by ESF 4 agencies to support the firefighting needs of municipal, local, state, and federal governments during a major emergency or disaster. This is to be accomplished by use of the available and obtainable resources, which will be deployed to achieve the following:

- Suppress fires.
- Conduct search and rescue operations.
- Inspect facilities to determine if fire hazards exist that endanger the occupants and community.
- Inspection of fire hydrants to assure operation and adequate water supply prior to re-population of a community.
- Support ESF 8 in providing medical assistance for disaster victims.
- Support ESF 8 in assuring adequate EMS coverage in impacted areas prior to re-population of communities.

PART 2 – Concept of Operations

General

- Miami-Dade Fire Rescue Department is the lead agency for ESF 4.
- The EOC Public Safety Branch Director will notify the ESF 4 primary contact in the event of an incident or disaster.
- ESF 4 shall monitor developing problems, prioritize and develop plans to mitigate incidents or concerns.

Organization

- ESF 4 operates within the EOC Public Safety Branch under the EOC Operations Section Chief.
- The Public Safety Branch Director is responsible for managing the availability and participation of designated individuals within ESF 4.
- The Public Safety Branch Director will review and update this section of the Miami-Dade CEMP as needed or annually at a minimum.
- The EOC Public Safety Branch Director will coordinate with the ESF 4 lead agency to maintain an emergency contact list.
- MDFR, as lead for ESF 4, will be required to establish and maintain a database of available resources that may be required for a disaster.
- Designated ESF 4 personnel must have the delegated authority of their agency to commit and procure resources as needed.

Direction and Control

The procedures for receiving, evaluating, prioritizing and dispatching firefighting resource requests are as follows:

- ESF 4 may receive resource requests from the EOC Operations Section Chief, a Branch Director, or any agency representative in the EOC.
- The ESF 4 prioritizes these resource requests based upon urgency and available resources.
- ESF 4 will then annotate, in Web EOC®, an estimated completion time and cost.
- It is the responsibility of the EOC Public Safety Branch Director to monitor any and all resource requests aligned with ESF 4 and assure appropriate action is taken.
- If the resource request exceeds available resources, a request is made to the EOC Logistics Section for mutual aid.
- ESF 4 has a direct link communication to their command post.
- ESF 4 will interface with the EOC Public Safety Branch Director to expedite the priorities of the function. The EOC Public Safety Branch Director will facilitate and act as the liaison between the ESF and the other Branches.

ESF 4 Interface

- ESF 4 may interface with any of the represented ESFs within the Miami-Dade Emergency Operations Center as well as municipal fire rescue departments.

Preparation

During the preliminary phases prior to a disaster, the following tasks must be accomplished:

- Contact the designated ESF 4 support personnel.
- Arrange for 24-hour coverage.
- Establish communications with State ESF 4.
- Perform a preliminary vulnerability evaluation based upon predicted conditions and transmit to the EOC Public Safety Branch Director.
- Confirm operation of all notification and communication systems.
- Acquire an updated inventory list of available resources from all firefighting agencies within the county.

Response

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions. The following represents a list of those basic response actions for ESF 4:

- Receive, distribute, and evaluate resource requests.
- List items for inclusion in situation reports.
- Collect data and prepare reports in a designated time period established by county and state EOCs.
- Use information gathered from the community and other agencies to help identify on-going issues, problems, concerns, and threats.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 4. The following represents a list of those basic recovery actions:

- Receive, distribute, and evaluate resource requests.
- List items for inclusion on the situation reports.
- Establish staging areas of mutual aid responders and deploy these teams as needed.
- Assure adequate coverage for each shift.

EMERGENCY SUPPORT FUNCTION 5 (PLANNING)[37]

PART 1 – General

Introduction

ESF 5 is responsible for the collection, analysis, evaluation, and dissemination of information regarding an emergency or disaster. The Planning ESF assesses the incident, the impact of the incident, develops action plans to guide the direction of the response and recovery phases, and plans for the demobilization of the Miami-Dade EOC.

Lead Agency

Miami-Dade Office of Emergency Management

Support Agencies

Miami-Dade Fire Rescue
Miami-Dade Police Department
Miami-Dade Mayor's Office of Communications

Scope

The EOC Planning Section (ESF 5) is utilized when the EOC is activated at a Level 2 or greater. While the responsibilities and objectives of the Planning Section do not change with the levels of activation, the means by which the objectives are accomplished is based on the complexity of the response and the number of available personnel to assist the EOC.

[37] EMAP 4.4.3 (17)

Purpose

ESF 5 of the Miami-Dade Emergency Operations Center (EOC) is responsible for the collection, analysis, evaluation, and dissemination of information regarding an incident. Information is needed to:

- Understand the scope of the current situation/incident.
- Predict the possible or expected course of incident events.
- Prepare alternative strategies and operations of the incident.
- Develop action plans to guide the direction of response and recovery efforts.
- Disseminate plans and information to the appropriate audiences via the most effective means.

PART 2 – Concept of Operations

General

- In the event of an emergency or disaster, Miami-Dade Office of Emergency Management, as lead agency for ESF 5, will assign personnel to the Planning Section.
- It will be the responsibility of the EOC Planning Section Chief to notify ESF 5 support agencies and personnel of any pending incident or major emergency and to advise them of when and where the designated personnel are to report for duty should activation be required.
- It will be the responsibility of the EOC Planning Section to review and assess the developing incident information and accomplish the ESF objectives pursuant to the Miami-Dade EOC Planning Section Standard Operating Procedures.

Organization

- Planning operates as a sub-section of the Miami-Dade Emergency Operations Center (EOC). The Planning Section Chief, manages the Unit.
- The EOC Planning Section Chief is responsible for coordinating the attendance and participation of designated individuals in the incident planning process pursuant to the Miami-Dade EOC Planning Section Standard Operating Procedures.
- The Planning team will meet annually to review and revise, if necessary, the applicable sections of the Miami-Dade CEMP.
- Miami-Dade Emergency Management will develop and maintain a database of emergency contact personnel to staff the Planning and Information functions during activation of the EOC.
- The overall administration and coordination of the EOC Planning Section will be the responsibility of the EOC Planning Section Chief as outlined in the Planning Section SOPs.

Direction and Control

The EOC Planning Section Chief, who reports directly to the EOC Incident Commander, will coordinate activities of ESF 5.

ESF 5 Interface

- The EOC Planning Section interfaces with all personnel and agencies in the EOC to obtain information relative to the incident.

- The Planning Section Chief will interface with ESF 5 at the State EOC to provide, coordinate, and share relevant disaster information and planning strategies necessary for addressing incident and disaster situations with the SEOC and all local response agencies.
- In the event of failure of the Emergency Information Management System (WebEOC®), the EOC Planning Section is responsible for the mission tracking and message control center that receives all incoming messages not specifically directed to an ESF. Each message is transcribed and delivered to the appropriate agency for action, as are all inter- agency communications and requests. Copies of these request slips are sorted and tracked by ESF category.

Preparation

During the preliminary phases prior to an emergency or disaster, a number of preparatory tasks must be accomplished. The following represents a list of those basic preparatory actions:

- Discuss with the Incident Commander, the level of involvement in the incident for Emergency Management and the Emergency Operations Center.
- Obtain a summary of resources and agencies currently involved in the response to the incident (if any).
- Prepare an initial strategy, if possible.
- Prepare a list of all agencies, departments, and/or individuals that will be contacted and represented at the EOC for activations.
- Assemble alternative strategies.
- Identify need for use of specialized resources.
- Provide periodic predictions on incident potential.

Response

The EOC Planning Section will assist in the implementation of the EOC Planning Section SOPs by doing the following:

- Arrange for 24-hour continuity of operation of ESF 5 utilizing support agency staff as required. Provide for a shift overlap to insure continuity of information and planning.
- Input information from the Operations Section into Arc-View and compile informational maps using extant GIS programs and the EOC X-Y plotter.
- Compile and display incident assessment and status information on the white boards in the Planning Section Conference Room; incorporate into incident action plans.
- Assemble alternative strategies.
- Identify need for use of specialized resources.
- Collect and process information regarding recovery activities while the response phase of the disaster is ongoing.
- Develop incident action plans to identify projected operational objectives and requirements for the recovery phase.
- Anticipate the types of recovery information the Operations Section will require.
- Compile information to support recovery activities.

Recovery

The recovery phase of an emergency or disaster places an entirely new set of duties and responsibilities upon ESF 5. The following represents a list of those basic recovery actions:

- Assist the EOC Operations Section and the EOC Infrastructure Branch in developing long-term recovery strategies; incorporate these strategies into the incident action plans.
- Work with state and federal agencies by sharing appropriate information that works to ensure coordinated recovery efforts.
- Prepare an EOC demobilization plan.

EMERGENCY SUPPORT FUNCTION 6 (MASS CARE)[38]

PART 1 – GENERAL

Introduction

ESF 6 deals with the issue of providing mass care during the response and recovery phases of a disaster.

Lead Agency

Miami-Dade Office of Emergency Management

Support Agencies

American Red Cross - South Florida Region (ARC)
Miami-Dade County Community Action and Human Services Department (CAHSD)
Florida Department of Children & Families (DCF)
Greater Miami Convention & Visitors Bureau (GMCVB)
Florida Department of Health in Miami-Dade County (DOH Miami-Dade)
Miami-Dade County Public School (MDCPS)
Miami-Dade County Public Schools Police Department
Miami-Dade Animal Services Department (ASD)
Miami-Dade County Public Housing and Community Development (PHCD)
Miami-Dade Fire Rescue (MDFR)
Miami-Dade Police Department (MDPD)
Municipal Police Departments
Municipal Fire Rescue Departments
The Salvation Army (SA)
Agency for Persons with Disabilities (APD)
Miami-Dade Volunteer Organizations Active in Disasters (M-D VOAD)

Scope

ESF 6 will coordinate and plan the following activities:

[38] EMAP 4.4.3(19)

- Open and operate evacuation centers for people who must evacuate due to a disaster or a potential threat. Make provisions for temporary housing for people whose homes are uninhabitable after the disaster.
- Provide food and water to the evacuation centers, disaster relief centers and other established feeding sites.
- Provide comfort items and services to people affected by or responding to the disaster. This would include social and mental health services.
- Provide centralized registration and inquiry service on evacuees.

Purpose

- It is the responsibility of ESF 6 to provide and coordinate mass care services to the county emergency management effort during response and recovery phases of a disaster. Mass Care services are designed to provide for basic human needs before, during and after a disaster.
- Mass Care includes services such as temporary sheltering, feeding, first aid, clothing, disaster welfare information, mental health assistance and a transition from pre-disaster response to post-disaster recovery.
- The ARC is chartered by federal law to provide peacetime disaster relief. To provide emergency mass care, the ARC cooperates with state and local governments and agencies.

PART 2 – Concept of Operations

General

- In the event of an impending or actual disaster, the agencies and organizations of ESF 6 will assign designated personnel to the Miami-Dade EOC as outlined in the EOC Table of Organization.
- Should activation be required, the EOC Human Services Branch Director will notify all ESF 6 agencies of an incident and provide them with the time and location their personnel will need to report.
- ESF 6 shall review developing problems, prioritize, and develop plans to mitigate incidents or concerns. These plans will be forwarded to the EOC Human Services Branch Director.

Organization

ESF 6 operates within the EOC Human Services Branch.

Direction and Control

The establishment of priorities and the initiation of emergency work for mass care during the response and recovery phases will be handled by ESF 6. The procedures for receiving, evaluating, prioritizing and dispatching mass care resource requests are as follows:

- The EOC Human Services Branch Director receives the resource request.
- The EOC Human Services Branch Director provides the requests to ESF 6 for evaluation.
- ESF 6 will prioritize requests based upon urgency and available resources.
- ESF 6 will then advises, in writing, an estimated completion time and provide this to the EOC Human Services Branch Director.
- If the resource request exceeds obtainable resources, a request is made to the ESF 7 (Resource Support)

- Each agency under ESF 6 shall maintain an inventory of available and obtainable resources including vehicles, equipment, material, and personnel.
- Each ESF 6 agency will be responsible for the positioning, logistics, and management of its individual resource inventory.
- OEM is the lead agency for ESF 6 in charge of coordinating all sheltering operations and evacuation centers for general populations in Miami-Dade County. OEM and DOH Miami-Dade are the lead agencies responsible for the operation of Medical Evacuation Centers.
- The American Red Cross is responsible for the establishment of mass feeding operations in Miami-Dade County. To supplement their resources, MDVOAD agencies will be called upon to provide assistance and support.
- Local emergency medical services will be provided to evacuation centers and feeding sites and emergency stations may request paramedics.
- OEM will coordinate the registration of all people who are in evacuation centers. DOH Miami-Dade will provide information on the people who are in Medical Evacuation Centers. This information will be compiled and utilized by the American Red Cross Safe and Well Linking System, a program developed to help family members and friends locate one another.
- The sites that have been selected as hurricane evacuation centers are school board facilities and have backup generators for emergency lighting, designated electrical outlets for emergency use, and refrigeration for food and medications. Medical Management Facilities are utilized for the placement of the electrically dependent and have backup generators with specially designated outlets.
- Evacuation centers will be opened when an emergency situation requires the evacuation and sheltering of people. OEM coordinates the opening and closing of centers with all involved agencies. Evacuation centers are closed when it is determined that they are no longer needed or alternative arrangements have been made for persons who are unable to return to their homes.
- OEM is responsible for coordinating the registration, staffing, feeding and other activities in the general population evacuation centers. OEM has recruited county personnel for the management and registration positions and the provision of logistical support for Medical Evacuation Centers. DOH Miami-Dade and Jackson Memorial Hospital are responsible for coordinating the medical personnel and supplementing other personnel as needed at the Medical Evacuation Centers.
- The American Red Cross will supply support for food and water supplies after the initial three-day supply at each Medical Evacuation Center has been utilized. More detailed information regarding the operations of the Medical Evacuation Centers (MEC) can be found in the Miami-Dade County Emergency and Evacuation Assistance Program (EEAP) and in the MEC Operations Guide.
- Municipal police, Miami-Dade County School Board Police, and contracted county security agencies will provide security. Miami-Dade Police Department (MDPD) is the lead agency for coordinating security at each location.
- The American Red Cross and OEM are responsible for training the management personnel for all evacuation centers.
- Each primary evacuation center has a three-day supply of USDA bulk food stored in its facility for use during hurricane evacuations. Miami-Dade County School Board cafeteria and custodial personnel will be on hand to provide cooking and cleaning services.

ESF 6 Interface

- ESF 6 will coordinate directly with other Human Service agencies for support services.

- ESF 6 will coordinate through the EOC Human Services Branch Director for support from other ESFs outside of the EOC Human Services Branch.
- ESF 6 will exhaust all obtainable resources before turning a request for logistical support over to ESF 7 (Resource Support).
- The American Red Cross will coordinate with ESF 11 (Food and Water), and ESF 7 (Resources Support) to make provisions for resources of food, water, and ice to be distributed from mass feeding sites.

Preparation

During the preliminary phases prior to a disaster, the following tasks must be accomplished:

- Contact the designated ESF 6 lead and support personnel.
- Determine the scope of services that will be required from ESF 6.
- Develop and maintain a master list of the status of the evacuation centers and ensure this information is disseminated to the appropriate agencies.
- Arrange for 24-hour (or appropriate) coverage within the EOC and other designated sites where mass care services are provided. The personnel required to provide this coverage will be obtained from a roster of American Red Cross volunteers, support agencies, and VOAD.
- The ESF 6 lead agencies will establish communications with State ESF 6 contact.
- Assess the projection for provision of services and perform a preliminary vulnerability evaluation based upon predicted conditions.
- Confirm operation of all notification and communication systems.

Response

The response phase of an incident or disaster requires that a number of tasks be accomplished by ESF 6. The following represents a list of those basic response actions:

- Evaluate the status and conditions of the evacuation centers to determine which centers should remain open.
- Based on information received from the Damage Assessment Teams, determine if additional mass care services are needed and in which areas.
- Receive, distribute, evaluate and act on resource requests for ESF 6 responders from outside the county.
- Make arrangements to include sleeping accommodations.
- List items for inclusion of the situation reports and action plans.
- Collect data and prepare reports as determined by the EOC Operations Section Chief.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 6. The following represents a list of those basic recovery actions:

- Monitor the conditions of evacuees and responders and provide needed services including food and water at evacuation centers, and disaster relief centers on a priority basis.
- Receive, distribute, evaluate and act on resource requests for the impacted areas.
- List items for inclusion in briefings and action plans.

- Establish system for the utilization of mutual aid resources and personnel.
- Continue to produce situation reports for Human Services Branch Director as planned.
- Assure adequate coverage for each shift.

EMERGENCY SUPPORT FUNCTION 7 (RESOURCE SUPPORT)[39]

PART 1 – General

Introduction

The main function of Emergency Support Function 7, Resource Support, is to provide logistical support for the Miami-Dade Emergency Operations Center (EOC) through the acquisition of resources such as materials, equipment, and facilities any time that the EOC is activated.

Lead Agency

Miami-Dade Internal Services Department (ISD)

Support Agencies

County:
Miami-Dade Office of Emergency Management
Miami-Dade Disaster Assistance Employee (DAE) Program

State:
Florida Division of Emergency Management

Scope

ESF 7 will activate when the Miami-Dade EOC is operating at an activation Level II or greater in response to any major emergency or disaster. ESF 7 agencies will support emergency operations by supplementing the available and obtainable resources of response and recovery agencies. Available or existing resources refer to personnel, technology, equipment, supplies, facilities, and vehicles. Obtainable resources refer to personnel, technology, equipment, supplies, facilities, and vehicles that can be directly accessed through contractors, vendors, other agencies, governments and/or public or private groups. Emergency response agencies must be prepared to sustain themselves during the first 24 hours following the onset of an emergency or disaster.

Purpose

ESF 7 will provide logistical support to the operations of agencies and personnel at the Miami-Dade EOC. ESF 7 ensures that the needs of emergency responders and residents are prioritized so that additional resources can be located, secured, distributed, and utilized in the most effective manner possible during response and recovery operations.

[39] EMAP 4.4.3(25)

PART 2 – Concept of Operations

General

ESF 7 will provide support to the Operations of the EOC during all phases of an emergency activation.

Organization

Resource Support is an emergency support function within the EOC Logistics Section. In addition to the lead agency for an emergency support function, there are several support agencies. The agencies that comprise ESF 7 report directly to the EOC Logistics Section Chief. The Miami-Dade Internal Services Department (ISD), as the lead agency for ESF 7, is responsible for the overall operation of the resource support function. Other identified support agencies are tasked with specific roles in support of ESF 7 based on their areas of expertise.

ESF 7 support agencies must appoint representatives who have the authority to commit and procure available and obtainable resources without requiring additional agency approval. These representatives must also have the authority to make decisions on behalf of their respective agencies.

Direction and Control

- The EOC Logistics Section Chief and the lead agency will work cooperatively in creating and maintaining a database of names and numbers to be utilized for emergency contacts.
- The EOC Logistics Section Chief will be responsible for notifying the ESF 7 lead agency representative of any pending incident or emergency. If appropriate, the lead agency representative will alert the support agencies of the potential for an EOC activation.
- If prior warning is available, the lead agency and appropriate support agency representatives will alert those suppliers with whom agreements or contracts are currently in place.

ESF Interface

ESF 7 can communicate with other Miami-Dade County Department, and the State Division of Emergency Management.

Miami-Dade County
Interface with County Departments to provide necessary resources which are not available to other County departments.

Florida Division of Emergency Management (FDEM)
Interface with FDEM to provide resources, assets, and/or personnel to the affected area.

Preparation

During the preliminary phases prior to the onset of an emergency or disaster, a number of preparatory tasks must be accomplished. These are:

- Contact entities with which contracts, agreements or arrangements have been made for providing resources during emergencies or disasters.

- Identify warehouses and properties that can be used for staging areas for incoming resources, resource distribution points, base camps, volunteer reception centers, warehouses, and other functions as they arise.
- Compile resource lists from EOC representative agencies.
- Perform a preliminary needs assessment based upon predicted conditions and prior experience.
- Receive resource requests for the Disaster Assistance Centers (DACs).
- Ensure that agency representatives have access to forms and systems for tracking resources once they are deployed.

*All agencies and departments that are located within the EOC or who are designated as support agencies for any Miami-Dade County ESF are responsible for keeping their own available resource lists. Agencies should have this resource information readily available during the preparation stage.

Response

Once ESF 7 has been activated, it will carry out resource support response activities by addressing the following concerns:

- Needs assessment
- Resource location and acquisition
- Distribution of resources
- Tracking of resources

Recovery

Once the emergency situation subsides and critical needs have been met, the EOC Logistics Section Chief and ESF 7 lead agency representative will complete the following activities:

- Conduct a call-down of last known on-site contacts for each resource that has been deployed to verify its present status and location.
- Contact all recipients of loaned equipment, supplies, or personnel and verify arrangements for return of items.
- Arrange for disposal, relocation, or storage of excess donations and supplies.
- Close facilities after verifying that all of the necessary paperwork has been completed.
- Deactivate volunteers and staff.
- Continue to compile and prepare documentation relevant to any resources received through procurement or the Statewide Mutual-Aid Agreement.
- Determine if any donors or suppliers are willing to enter into agreements for future emergencies.

EMERGENCY SUPPORT FUNCTION 8 (HEALTH AND MEDICAL)[40]

PART 1 – General

Introduction

Emergency Support Function 8 deals with the issue of providing health and medical care during the response and recovery phases of a disaster.

Lead Agency

Florida Department of Health in Miami-Dade County (DOH Miami-Dade)

Support Agencies

County:
Miami-Dade County Public Schools – Facilities
Miami-Dade County Public Schools – Transportation
Miami-Dade County Public Schools - Police
Miami-Dade Fire Rescue (MDFR) EMS Division
Miami-Dade Fire Rescue – Logistics Division
Miami-Dade Office of Emergency Management
Miami-Dade Internal Services Department
Miami-Dade Police Department
Municipal Fire Rescue Departments
Municipal Police Departments
Medical Management Facilities (MMF)
Hospitals
Florida Kidney Disaster Coalition (FKDC) & Network 7
American Medical Response (AMR)
Ambulance / Transportation Providers

State:
Agency for Health Care Administration (AHCA)
Department of Children and Families (DCF)
Disaster Medical Assistance Teams (DMAT)

Private:
American Red Cross – South Florida Region
Florida Health Care Association (FHCA)
Florida Hospital Association (FHA)
Miami-Dade Voluntary Organizations Active in Disasters (M-D VOAD)

Scope

- The ESF 8 lead and support agencies will become operational when the Miami-Dade EOC activates at a Level II, or I in response to any major emergency or disaster.

[40] EMAP 4.4.3 (13) and (23)

- Due to the large scope of work involved with ESF 8 activities, Environmental and Public Health will respond to environmental and public issues. For a detailed description of these activities, please refer to the ESF 8 Annex located in Volume II of this CEMP.

Purpose

It is the responsibility of ESF 8 to plan for, mobilize, and manage health and medical services during the response and recovery phases of a disaster. ESF 8 will provide medical care, treatment, and support to disaster victims, response personnel, and the general public.

ESF 8 activities include evacuation of the injured, medical and special needs evacuations, and basic health considerations. These activities will be coordinated through the EOC Human Services Branch Director.

DOH Miami-Dade has been tasked as lead agency for ESF 8.

PART 2 – Concept of Operations

General

- Each ESF 8 agency is responsible for identifying personnel that will be assigned to the EOC, evacuation centers and disaster relief centers.
- Coordinate the setup, maintenance, and demobilization of Medical Evacuation Centers (MECs), to include staffing (medical and administrative), shelter inventory supply, and other onsite response functions. Refer to the Medical Evacuation Center (MEC) Operations Guide for details.
- Provide nursing staff / personnel at Evacuation Centers (ECs).
- Provide Medical Reserve Corps (MRC) volunteers in order to augment evacuation center staffing and support other medical response needs. MRC volunteers will be supplemental and not considered core staff at evacuation centers.
- Emergency response measures may be exclusively dependent on local resources during the first 24 hours after an emergency or disaster. Preparations will be made by each ESF 8 agency to provide their own resources for this time period.
- ESF 8 will prepare an initial inventory of available and obtainable resources for the purpose of determining where additional resources will be necessary.
- The available resources of ESF 8 will include personnel, technology, facilities, medical equipment, vehicles and supplies.
- The obtainable resources of ESF 8 are personnel, technology, facilities, equipment, vehicles, and supplies that can be accessed directly through contractors, vendors, other agencies, governments and/or public and private groups.
- In the event of an incident or disaster the EOC Human Services Branch Director will notify all ESF 8 agencies and advise them of when and where their designated personnel are to report for duty should activation be required.

Organization

- ESF 8 operates as a part of the EOC Human Services Branch under the EOC Operations Section Chief.

- The EOC Human Services Branch Director and ESF 8 agencies will review and update this section of the Miami-Dade CEMP on an annual basis.
- ESF 8 will develop and maintain a database of emergency contacts.
- Each ESF 8 agency will establish and maintain a database of available and obtainable resources that may be required in a disaster.
- Designated ESF 8 personnel represented in the EOC must have the authority of their individual agencies to commit available and obtainable resources without having to secure approval from any other management level.

Direction and Control

The procedures for receiving, evaluating, prioritizing, and dispatching health and medical resource requests are as follows:

- The EOC Human Services Branch Director receives the request from one of the EOC Operations Chiefs or a support Section Chief.
- The EOC Human Services Branch Director disburses the request to ESF 8 for evaluation and prioritization.
- ESF 8 will prioritize the request urgency and available resources.
- ESF 8 will advise in writing an estimated completion time and submit to the EOC Human Services Branch Director.
- If the resource request exceeds obtainable resources, ESF 8 will attempt to locate the resource through outside sources.
- A request will then be made to ESF 7 (Resource Support).

ESF 8 Interface

ESF 8 may interface with any of the represented ESFs within the Miami-Dade Emergency Operations Center, most likely of which would be ESF 6 (Mass Care), ESF 9 (Search and Rescue), and ESF 17 (Animal Protection & Agriculture).

Preparation

During the preliminary phases prior to an incident or disaster, the following tasks must be accomplished:

- ESF 8 agencies will designate personnel to insure 24-hour continuity of operation in the Miami-Dade EOC and in the field.
- Coordinate with the OEM Vulnerable Populations Coordinator in obtaining the list of EEAP clients that require ambulance transportation.
- The ESF 8 lead agency will establish contact with the State ESF 8 contact.
- Perform a preliminary vulnerability evaluation based upon predicted conditions.
- Confirm operation of all notification systems.

Response

The response phase of an incident or disaster requires that a number of tasks be accomplished by ESF 8. The following represents a list of those basic response actions:

- Obtain accurate census for health care facilities and EEAP clients that require evacuation by ambulance.

- Coordinate the evacuation of health care facilities with support from local and municipal fire rescue and private ambulance companies. Direct private ambulance companies in the evacuation of stretcher bound patients through the EOC Evacuation Support Unit (ESU).
- Coordinate the ambulance evacuation of EEAP clients with municipal fire rescue departments.
- Maintain contact with the State ESF 8 contact. Determine whether to request an activation of the Disaster Medical Assistance Teams (DMAT).
- Collect data and prepare reports as determined by the EOC Operations Section Chief.
- List items for inclusion in the situation reports and action plans.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 8. The following represents a list of those basic recovery actions:

- Ensure that the appropriate actions are taken to protect the health and safety of disaster victims, responders, and the general public.
- If area medical facilities are damaged, make preparations to transport victims in serious or critical condition to facilities outside the disaster area.
- Coordinate the re-entry of hospitals and EEAP clients.
- If necessary, set-up casualty collection points.
- Monitor and report any potential or existing health concerns.
- Disseminate information to the public concerning potential and existing health hazards.
- Identify mental health needs of those affected by or responding to the disaster. Assign mental health workers when deemed necessary by the Disaster Survivor Assistance Teams.
- Coordinate with the Miami-Dade Police Department Homicide or Medical Examiner Department for the notification of next of kin.
- Assure adequate coverage of EOC representatives for each shift.

EMERGENCY SUPPORT FUNCTION 9 (SEARCH AND RESCUE)[41]

PART 1 – General

Introduction

Emergency Support Function 9 (Search & Rescue) provides for the services of urban search and rescue during the response and recovery phases of a disaster.

Lead Agency

Miami-Dade Fire Rescue

Support Agencies

City of Miami Fire Rescue – Urban Search and Rescue (USAR) Task Force 2

Miami-Dade Regulatory and Economic Resources

[41] EMAP 4.4.3(26)

Miami-Dade Police Department
City of Coral Gables Fire Rescue*
City of Hialeah Fire Rescue*
City of Key Biscayne Fire Rescue*
City of Miami Fire Rescue*
City of Miami Beach Fire Rescue*
Municipal Law Enforcement Agencies*
***As applicable depending on incident location**

Scope

The ESF 9 lead and appropriate support agencies will become operational when the Miami-Dade Emergency Operations Center (EOC) activates at a Level II, or I in response to any major incident or disaster. The Urban Search and Rescue (USAR) Task Force is responsible for locating, extricating, and providing immediate medical treatment for life-threatening injuries of victims trapped in collapsed structures, debris fields, excavations sites, maritime incidents, and/or downed aircraft. This function will be provided within the first 72 hours of the occurrence of an event.

- The available and obtainable resources of ESF 9 include personnel, search and rescue specific equipment, vehicles, and supplies and search dogs.

Purpose

It is the purpose of ESF 9 to coordinate search and rescue efforts throughout Miami-Dade County during the response and immediate recovery phases of any disaster.

The efforts include but are not limited to:

- Conducting physical search and rescue operations in damaged/collapsed structures and transportation accidents to locate and extricate victims.
- Administering immediate medical attention for life-threatening injuries.
- Carrying out reconnaissance duties to assess damage and determine needs, then provide that information to all agencies involved, including SERT or PDA teams.
- Providing disaster communications support using state-of-the-art satellite systems.
- Coordinating identification of missing persons with law enforcement.
- Performing specialized operations such as diving and technical operations such as confined space, rope, trench, and swift water rescues.
- Alerting Miami-Dade Police and the Medical Examiners staff to deceased victims so they may extricate corpses.
- All mutual aid resources should be exhausted first before requesting Federal assistance unless it is clear that the magnitude of the event will require additional USAR task forces.

PART 2 – Concept of Operations

General

- Miami-Dade Fire Rescue is the lead agency for ESF 9.
- The EOC Public Safety Branch Director will notify ESF 9 primary contact in the event of an incident of disaster.
- ESF 9 shall monitor, prioritize, and develop plans to mitigate any incidents.

- The ESF 9 representative upon arrival at the EOC will contact his/her state counterpart, relaying the situation and giving an assessment of possible support that may be needed from mutual aid and federal sources.
- Should USAR operations require transportation of task force personnel; ESF 1 will be tasked to provide it.

Organization

- ESF 9 operates within the EOC Public Safety Branch under the EOC Operations Section Chief.
- The EOC Public Safety Branch Director is responsible for coordinating the availability and participation of designated individuals within ESF 9.
- The EOC Public Safety Branch Director will review and update this section of the Miami-Dade CEMP as needed or annually at a minimum.
- The EOC Public Safety Branch Director will coordinate with the ESF 9 lead agency to maintain an emergency contact list.
- MDFR, as the lead for ESF 9, is required to establish and maintain a database of available resources.
- Designated ESF 9 personnel must have the delegated authority of their agency to commit and procure resources as needed.

Direction and Control

Direction and Control for Light Search and Rescue

The procedure for receiving, evaluating, prioritizing, and dispatching search and rescue resource requests is as follows:

1. ESF 9 may receive resource requests from the EOC Operations Section Chief, any EOC Branch Director, or any agency representative in the EOC.

2. ESF 9 prioritizes these resource requests based upon urgency and available resources.

3. ESF 9 will determine if standard Fire Rescue units can be deployed to accomplish the request.

4. If specialized units such as dive teams are required, such requests will be made to the Department's Fire Operations Center.

5. ESF 9 shall keep up to date inventories of equipment required for search and rescue, including where heavy equipment can be located in the private sector.

6. ESF 9 will annotate, in Web EOC®, an estimated completion time, a list or necessary resources, and an approximate cost.

7. If the incident response exceeds available resources, a request is made to the EOC Logistics Section to secure mutual aid.

8. ESF 9 has direct link communications to the Fire Operations Center.

9. It is the responsibility of the EOC Public Safety Branch Director to monitor any and all resource requests aligned with ESF 9 and assure appropriate action is taken.

10. ESF 9 will interface with the EOC Public Safety Branch Director to expedite the priorities of the function.

Activation of ESF 9 does not indicate activation of the Miami-Dade USAR Task-Force 1, or the City of Miami's USAR Task Force 2. The personnel and equipment that belong to both Task Forces may be utilized as part of a standard Fire Rescue response. If additional US&R task force support is needed, it shall be requested from FEMA according to the National Response Framework procedures and existing protocols.

Direction and Control for Urban Search and Rescue Florida-Task Force 1 (US&R, FL-TF-1)
USAR requests will be carried out in the following manner:

1. ESF 9 receives the deployment request from the EOC Incident Commander or EOC Public Safety Branch Director.

2. ESF 9 contacts the Fire Operations Center and relays the information of the location of the collapse, the situation report, and any applicable support material or personnel available to the USAR Task Force.

3. If resources are not available, ESF 9 makes a request to any mutual aid resources available.

4. The establishment of priorities for search and rescue in the response and immediate recovery phase of a disaster will be directed by ESF 9.

5. The Fire Operations Center makes the determination that resources are available and will gives ESF 9 a projected time of deployment.

Medical Facilities: Identification of appropriate facilities or the determination for the need for field hospital operations will be coordinated with ESF 8. Location of where to transport survivors will be determined by the Fire-Rescue dispatch, based on the operational status of medical facilities.

Placement of personnel and equipment: US&R operational personnel are active duty Fire Rescue personnel, who are accountable to the Assistant Chief of Fire Operations. The Assistant Chief of Fire Operations will assemble US&R operational personnel if deployment is needed. Their specialized equipment is maintained and stored at Fire Rescue Headquarters and can be quickly transported by land or air. An inventory of this equipment is maintained and updated weekly by the Office of the Assistant Chief of Fire Operations. The changes to the content of the inventory list are made on a quarterly basis.

Communications System: Communications with field units shall be handled by standard dispatch protocols through the Fire-Rescue Communications Center.

ESF 9 Interface

- Medical: Interface with the ESF 8 (Health and Medical) will ensure that medical concerns or situations are resolved quickly.

- Infrastructure and Debris Removal: Interface with ESF 3 (Public Works & Engineering) will be necessary in reaching collapsed structures.
- Fire Fighting: Interface with ESF 4 (Firefighting) will be essential to ensure proper deployment of Fire Rescue equipment and personnel along with requests for mutual aid if firefighting is a factor in the event.
- Communications: Interface with ESF 2 (Communications) will be essential for solving communication problems should established back-up systems malfunction.

Preparation

FL-TF-1 requirements include monthly inventories of personnel and equipment in order to maintain readiness for deployment by FEMA.

These readiness operations include:

- Testing of communications and notification equipment
- Drilling on mobilization of the Task Force
- Review of personnel fitness and training requirements
- Review and determination of training for personnel and service animals annually.

Response

The response phase of an incident or disaster requires that a number of tasks be accomplished by ESF 9. The following represents a list of those basic response actions:

1. Receive requests for and deploy collapsed building search units as needed.
2. Provide verbal or written summaries to SERT and PDA teams concerning structural effects of disaster on building being searched.
3. Deploy light search and rescue teams in coordination with Fire-Rescue or 911 requests.

The collapsed building search operations will normally be performed and completed during the earliest part of response phase. Light search and rescue may continue but, will be performed in line with Fire Rescue operations.

Recovery

The main USAR function is normally completed shortly after the occurrence of an event. The personnel trained for these operations would therefore return to their standard fire department duties and assignments. Their recovery functions would therefore be in line with the requests made of the Fire Rescue departments. There are no specific recovery phase actions assigned to the personnel in question.

EMERGENCY SUPPORT FUNCTION 10 (HAZARDOUS MATERIALS)[42]

PART 1 – GENERAL

Introduction

The purpose of ESF 10 is to provide support and coordination in response to an actual or potential discharge or release of hazardous materials resulting from a major emergency or disaster.

Response Lead Agency

Miami-Dade Fire-Rescue HAZMAT Bureau

Recovery Lead Agency

Miami-Dade Regulatory and Economic Resources (RER)

Support Agencies

Hialeah Fire-Rescue HAZMAT
Miami Fire-Rescue HAZMAT
MDFR's HAZMAT
Florida Department of Environmental Protection
United States Coast Guard
United States Environmental Protection Agency
Florida Department of Health (state, regional and county offices)
Miami-Dade County Office of Emergency Management

Scope

The available resources of ESF 10 include personnel, facilities, equipment, vehicles, and supplies.

The obtainable resources of ESF 10 are personnel, equipment, vehicles, and supplies of related agencies, federal, state and local governments, public and private organizations.

Purpose

It is the responsibility of ESF 10 to provide and coordinate hazardous material support during response and recovery phases of a disaster.

PART 2 – Concept of Operations

General

- It will be the EOC Public Safety Branch Director's responsibility to notify all ESF 10 agencies of an incident and provide them with the time and location their personnel should report in case of a required EOC activation.
- The ESF 10 lead agency shall assess developing problems, prioritize, and develop plans to mitigate incidents or concerns. The plans will be forwarded to the EOC Public Safety Branch Director.

[42] EMAP 4.4.3(15)

- Miami-Dade Fire Rescue, Miami Fire Rescue, and Hialeah Fire Rescue maintain hazardous materials response teams for the purpose of providing emergency response to hazardous material incidents within the county. The lead and support agencies for ESF 10 provide additional support as required in the response and recovery phases of any hazardous material incident or disaster.

Organization

- ESF 10 operates within the EOC Public Safety Branch under the EOC Operations Section Chief.
- The EOC Public Safety Branch Director is responsible for ensuring the availability and participation of designated individuals within the support team as needed.
- In conjunction with the lead agency, the EOC Public Safety Branch Director will update the appropriate sections of the Miami-Dade CEMP as needed.
- The EOC Public Safety Branch Director will coordinate with the lead agency to maintain an emergency contact list.
- ESF 10 will be required to establish and maintain a database of available resources that may be required for a disaster.
- Designated ESF 10 personnel must have the delegated authority of the agency to commit and procure resources as needed.

Direction and Control

The establishment of priorities and the initiation of emergency work for hazardous material incidents during the response and recovery phases are coordinated by the EOC Public Safety Branch Director.

The procedures for receiving, evaluating, prioritizing, and responding to resource requests are as follows:

1. ESF 10 receives the resource request from the EOC Public Safety Branch Director.
2. ESF 10 prioritizes based upon urgency and available resources.
3. The ESF 10 lead agency will advise in writing an estimated completion time and provide this to the EOC Public Safety Branch Director.
4. If the resource request exceeds available resources, a request is made to ESF 7 (Resource Support).

Each agency under ESF 10 shall maintain an inventory of available and obtainable resources, including vehicles, equipment, material, personnel, and facilities.

ESF 10 Interface

ESF 10 may interface with any of the represented ESFs within the Miami-Dade Emergency Operations Center, most likely of which are ESF 4 – Firefighting, ESF 8 – Health and Medical, and ESF 16 – Law Enforcement.

Preparation

- In conjunction with the ESF 10 agencies, the Chemical, Biological, Radiological, Nuclear Explosives Planner will review and coordinate the update of this Annex bi-annually.
- The Whole Community Planner will maintain an emergency contact list and coordinate the necessary training, meetings, and briefing for ESF 10 agencies.

- Each agency under ESF 10 shall maintain an inventory of available and obtainable resources, including vehicles, equipment, material, personnel, and facilities.

Response

Upon notification of a hazardous materials incident, the lead local agency will perform the following functions:

- Respond to, investigate, and assume direct control of the management of hazardous materials incident.
- Determine the type and nature of the hazardous material involved. Coordinate the issuance of Personal Protection Equipment (PPE) to other agencies listed in this plan, as needed.
- Determine the necessity for an evacuation, issue evacuation orders when appropriate, and identify the vulnerable zone to be evacuated.
- Notify OEM, which will make proper notification to federal and state agencies as required by federal and state laws.
- Initiate request for assistance from appropriate agencies necessary to neutralize and/or contain the hazardous materials involved.
- Give full cooperation to assisting agencies involved in determining action to be taken to contain the hazardous materials involved.
- Ensure vehicle, equipment, and personnel decontamination and monitoring when necessary.
- Miami-Dade Fire Rescue Emergency Medical Services (EMS) will coordinate with OEM and municipal EMS for medical transportation of persons in need of such services, and assist in the evacuation and transfer of patients from hospitals and nursing homes in the affected areas. Further they will assist in the evacuation of persons with special needs who are unable to evacuate themselves.

Recovery

Depending upon the nature of the incident, the coordinated functions provided by ESF 10 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process. The transition of ESFs to Recovery Support Functions (RSF) from response into short-term recovery is addressed in the Recovery Plan. Long-term recovery and redevelopment are addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees. Table 1 illustrates the transition of this ESF.

RSF Environment will coordinate environmental impact assessments and engage with other relevant partner leadership. The goal is to develop strategies to prioritize and implement environmental remediation and long-term recovery. The lead agency for RSF Environmental is RER. If the Post-Disaster Redevelopment Plan is activated, RSF Environment will transition to the Environmental Protection and Restoration TAC. Their mission is to address the County's economic vulnerability in terms of the current economic conditions and ways in which a disaster may impact unemployment, tourism, agribusiness and other industries important to the County.

EMERGENCY SUPPORT FUNCTION 11 (FOOD & WATER)[43]

PART 1 – General

Introduction

Emergency Support Function 11 deals with the issue of identifying food, water, and ice needs during the response and recovery phases of a disaster.

Lead Agency

Miami-Dade Office of Emergency Management

Support Agencies

American Red Cross
Salvation Army
United Way of Miami-Dade
Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.)
Miami-Dade Water and Sewer Department
Florida Department of Health in Miami-Dade County (DOH Miami-Dade)
Florida Division of Emergency Management

Scope

- ESF 11 will become operational when the Miami-Dade EOC activates at Level II or higher in response to a major emergency or disaster.
- The available resources of ESF 11 refer to the personnel, technology, equipment, facilities, goods, and services that belong to the identified ESF 11 lead and support agencies.
- The obtainable resources ESF 11 refer to the personnel, technology, equipment, facilities, goods and services which can be directly accessed by the lead or support agencies through vendors, donors, or existing agency agreements.
- ESF 11 will assess the food, water and ice needs of the residents in the affected area following a disaster or emergency and will obtain the necessary resources.
- ESF 11 will transport the needed resources to the disaster area with the assistance of ESF 1 (Transportation) and will identify appropriate facilities for storage through the assistance of ESF 7 (Resource Support).
- ESF 11 will distribute the food, water and ice to the disaster victims in conjunction with the ESF 6 (Mass Care) agencies.

Purpose

Emergency Support Function 11 is responsible for providing the immediate food, water, and ice needs of the impacted community following an emergency or disaster.

[43] EMAP 4.4.3(16)

PART 2 – Concept of Operations

Organization

ESF 11 is an emergency support function within the EOC Logistics Section of the Miami-Dade Emergency Operations Center (EOC). The agencies that comprise ESF 11 report directly to the EOC Logistics Section Chief.

The lead agency for ESF 11 is responsible for the operation of the food and water function. Other identified support agencies are tasked with specific roles based on their areas of expertise.

Direction and Control

The lead agency for this ESF is the MD-OEM. The EOC Incident Commander will activate ESF 11 when support of Mass Care services is deemed necessary. The EOC Logistics Section will inventory food and water supplies and if additional supplies are needed will obtain and coordinate the transportation and distribution of such supplies to active Points of Distribution (PODs) or disseminate supplies to agencies conducting mobile feeding. OEM has identified the primary support agencies and community partners to ensure that ESF 11 related activities are effective. Support could be provided by the following agencies: Miami-Dade Communities Organized to Respond tin Emergencies (M-D C.O.R.E.)., the Salvation Army, the American Red Cross (ARC), and Florida Division of Emergency Management (FDEM) at the State Emergency Operations Center (SEOC).

ESF 11 Interface

ESF 11 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

Resource Support

Interface with ESF 7 (Resource Support) will be necessary to coordinate the acquisition of food, water, and ice supplies if such items are not available in sufficient quantities within local inventories. The EOC Logistics Section Chief and/or ESF 7 will be the point of contact for making requests from the State of Florida or from federal agencies.

Mass Care

Interface with ESF 6 (Mass Care) will ensure the distribution of food, water, and ice supplies to disaster victims through fixed and mobile feeding sites such as Salvation Army Comfort Stations and American Red Cross Emergency Response Vehicles (ERVs).

Transportation

Interface with ESF 1 (Transportation) will be necessary to coordinate the transportation of food, water, and ice from warehouses and designated staging areas such as the Port of Miami and Miami International Airport, into the affected areas. These transportation resources will be provided by ESF 1 on a priority basis. In extreme circumstances, it may be necessary for ESF 11 to request military assistance through ESF 13 (Military Support).

Preparation

During the preliminary phase prior to the onset of a threatened emergency or disaster, ESF 11 must accomplish a number of preparatory tasks:

1. Update food, water, and ice vendor or donor lists. This list should include the location of the vendor and the product. Contact these entities to verify that necessary items will be available should the disaster strike.

2. Inventory food, water, and ice supplies of all ESF 11 agencies and of other vendors within and outside of Miami-Dade County.

3. Contact Miami-Dade County's ISD who maintains a list of vendors who have agreed to provide food, water, and ice to the County during disasters.

4. Coordinate with the Miami-Dade VOAD representative in the EOC in order to contact various private non-profit agencies that belong to Miami-Dade VOAD who specialize in food warehousing and distribution, e.g. the Daily Bread Food Bank, South Florida Food Recovery, the Salvation Army and the American Red Cross. Many of these agencies belong to their own nationwide network and can activate to supplement local food inventories.

5. Coordinate with ESF 7 agencies to identify warehouses, which could be used to stage and/or store food, water and ice supplies.

6. Prepare analysis of anticipated food, water and ice needs and begin the process of obtaining these items if not locally available.

Response

Once the ESF 11 agencies have been activated due to the occurrence of an emergency or disaster, they will carry out the following responsibilities:

- In coordination with ESF 6, identify the areas and number of individuals in the affected community who are in need of emergency water, food and ice.
- Identify and establish mass feeding and food and water distribution sites in cooperation with ESF 6.
- Request the County's Internal Services Department through ESF 7 to purchase as much food, water and ice supplies as possible through both existing and new vendors.
- Request the Salvation Army (through ESF 6) to establish Comfort Stations in the most affected areas in order to provide immediate food and water to the disaster victims.
- Solicit bulk donations of food, water and ice, from the public, through ESF 15 (Volunteers & Donations), if necessary, for those items that have been deemed to be unavailable or in short supply locally.
- Coordinate with ESF 16 (Law Enforcement) and ESF 13 (Military Support) to ensure that emergency workers who are providing food, water and ice supplies to disaster victims have access into the affected areas.
- Request assistance with security at distribution and mass feeding sites to ensure that disaster victims receive these resources in an orderly and safe manner.

- Coordinate with Environmental and Public Health to determine water contamination and the resultant need for potable water supplies within the affected communities.
- Monitor the loss of electrical power and determine its impact on food, water and ice needs of disaster victims.
- Coordinate with ESF 1 and ESF 7 to secure refrigerated trailers and warehouse space for the distribution and storage of water, ice and food supplies as necessary.
- Coordinate with the State and FEMA for the provision of bulk food, water and ice resources to augment local resources.
- In conjunction with ESF 7, ESF 1 (Transportation) and ESF 13 (Military Support) oversee the routing and distribution of incoming food, water and ice resources.
- Establish a network of drop-off sites surrounding the affected area both inside and out of Miami-Dade County where food products can be left by both individuals and vendors.
- Sort, shrink-wrap and palletize the items at the drop-off sites.
- Route trucks to the drop-off sites to pick-up the items and ship them to large Distribution Center warehouses.
- Inventory and assign the food items to their final destination such as mass feeding sites, DACs, and/or tent Cities within the affected area.
- Transport the food items to their final destination.
- Determine those food, water and ice shipments that can bypass the drop-off sites and Distribution Center and be routed directly to mass feeding sites, DACs and/or Tent Cities.
- Determine the need for the issuance of emergency food stamps with the Department of Children & Families (a support agency within ESF 6) and request implementation of the program if deemed appropriate.

Recovery

The recovery phase of an incident or disaster requires additional or varied set of duties and responsibilities for ESF 11. The following represents a list of those basic recovery actions:

- Assess the need for long-term provision of food, water and ice supplies to the disaster victims.
- Monitor the number and location of community-based feeding sites, soup kitchens and food pantries and determine their plans for continued feeding for disaster victims.
- Identify those organizations involved in long-term feeding of disaster victims.
- Evaluate the current status of warehouse food inventories.

EMERGENCY SUPPORT FUNCTION 12 (ENERGY)[44]

PART 1 – General

Introduction

The purpose of ESF 12 is to provide support and coordination of response and recovery efforts for shortages and disruptions in the supply and delivery of electricity, natural gas, and other forms of energy and fuel that impact or threaten to impact the victims of a major emergency or disaster.

Lead Agency

Miami-Dade Office of Emergency Management

Support Agencies

Florida Power & Light (FPL)
TECO Energy
Florida City Gas
Homestead Public Services

Scope

ESF 12 is responsible for ensuring the continuation of energy services during a disaster event. For the purpose of this ESF, "energy services" refers to electricity and natural gas, each provided by different entities. The county's energy providers and distributors include Florida Power & Light (FPL), TECO Energy (TECO), Homestead Public Services and Florida City Gas. This annex discusses how the Miami-Dade County Office of Emergency Management (OEM) through the Emergency Operations Center (EOC) Infrastructure Branch collaborates with each of these entities to receive information about the status of service provision or disruption.

Purpose

It is the purpose of ESF 12 to coordinate and facilitate all efforts to ensure the uninterrupted supply and delivery of energy resources to Miami-Dade County. This includes minimizing or preventing disruptions in electrical distribution and transmission, fuel supplies, natural gas, or any other form of fuel or energy that may negatively impact the county.

PART 2 – Concept of Operations

General

The EOC Infrastructure Branch Director, in cooperation with the ESF 12 lead agency will, in the event of an incident or disaster, assign previously identified personnel to the duty roster in the Miami-Dade EOC.

It will be the responsibility of the EOC Infrastructure Branch Director to notify all ESF 12 lead and support agencies of any pending incident or disaster and to advise them of when and where their previously designated personnel are to report for duty should activation be required.

[44] EMAP 4.4.3(12)

It will be the responsibility of ESF 12 to review and assess developing energy problems and to respond to these problems in the following manner:

- Prepare periodic situation reports and submit to the EOC Infrastructure Branch Director on a frequency to be determined by the EOC Operations Section Chief.
- Copy all energy resource requests submitted to ESF 12 to the EOC Infrastructure Branch Director.

Organization

ESF 12 operates within the EOC Infrastructure Branch, under the administration of the EOC Infrastructure Branch Director and EOC Operations Section Chief.

Direction and Control

ESF 12 is a function of the EOC Infrastructure Branch and falls under the supervision of the EOC Infrastructure Branch Director and will be implemented and supported by the lead and support agencies identified in the Annex. Therefore, the EOC Infrastructure Branch Director will provide the general guidance for ESF 12 during activations. ESF 12 will coordinate resources through the EOC Infrastructure Branch Director.

ESF 12 Interface

ESF 12 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

Preparation

During the preliminary phases, immediately prior to the advent of an incident or potential disaster, a number of preparatory tasks must be accomplished. The following represents a list of those actions:

- Perform a preliminary vulnerability assessment based upon predicted incident or disaster impacts on the energy infrastructure.
- Preposition fuel and transportation resources based upon the preliminary vulnerability assessment.
- Prepare for the response phase.

Response

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions. The following represents a list of those actions:

- Implement protective measures for facilities/infrastructure.
- Activate command centers and/or send personnel to the EOC to support ESF 12 functions
- Provide information to the EOC on outages and critical facilities that may have been impacted.
- Conduct damage assessments following the disaster to determine level of damage to power capability and distribution systems.
- Secure hazardous line issues to include power transmission lines and gas pipelines.
- Receive, distribute, and evaluate support and response resource requests
- Notify the EOC of any potential or anticipated problems or areas of concern
- List items for inclusion in the situation reports.
- Review team rosters to ensure continuity of operation

- Coordinate with ESF 14 (Public Information) to disseminate information to the public concerning power restoration times, downed power line safety and gas leaks.
- Work with the EOC Human Services Branch to ensure that electronically dependent individuals are given priority for electricity restoration.
- Support ESF 9 (Search & Rescue) by temporarily shutting down power grids and gas lines to facilitate search and rescue efforts.
- Identify potential mitigation projects if Hazard Mitigation Grant Program (HMGP) monies become available.

Recovery

The Recovery period is divided into three basic phases. The first phase, Short Term Recovery, begins while the Response Phase is ending. Short-term recovery can be defined as that period of time when the temporary restorations of daily activities are implemented. A synopsis of some of the actions taken during short-term recovery includes:

- Assess and report on the damage to power generation and distribution facilities and infrastructure. The assessment will include an estimate of the type and the extent of damages, including probable costs. This process will also provide the ability to prioritize Emergency Repairs in the post-disaster environment and begin the long term estimation, repair and permanent reconstruction planning process.
- Conduct emergency repairs and long-term repairs to facilities and infrastructure.
- Develop strategies for financing infrastructure and public facilities construction and repair.
- Provide enhanced infrastructure capacity to priority redevelopment areas.
- Identify opportunities to upgrade, mitigate, or even relocate infrastructure or public facilities after a disaster.

The second phase is the Intermediate phase which would involve the activation of the Recovery Operations Center and Recovery Support Function (RSF) Infrastructure. The final phase is Long Term Recovery which is addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees.

EMERGENCY SUPPORT FUNCTION 13 (MILITARY SUPPORT)

PART 1 - GENERAL

Introduction

Emergency Support Function 13 deals with the issue of providing military support during the response and recovery phases of a disaster.

Lead Agency

Florida National Guard (FLNG)

Support Agencies

Florida Department of Military Affairs
U.S. Department of Defense

Scope

ESF 13 will provide coordination between local and county government and the Florida National Guard in accordance with the Florida National Guard Operation Plan for Military Support to Civil Authorities (FLNG-MSCA).

The Florida National Guard may be activated in one of the following ways:

- A declaration of emergency by the governor of the State of Florida.
- A declaration of emergency by the President of the United States.
- A unilateral activation by Local Florida National Guard Commander in response to an immediate and focused threat to the community classified as "imminent/serious."
- Notification by the Florida Division of Emergency Management that an incident or disaster exists or is imminent that requires the available or obtainable resources of the Florida National Guard (FLNG).

The scope of activities in which the FLNG may participate for the purposes of this CEMP is countywide.

Purpose

ESF 13 will coordinate and facilitate the use of the military resources of the Florida National Guard within Miami-Dade County during an incident, disaster or in times of civil unrest.

Due to the specific criteria necessary for the implementation of military assistance within Miami-Dade County, this section of the CEMP also delineates the terms and conditions under which the county may request and receive military aid.

PART 2 – Concept of Operations

General

ESF 13 will provide military support to an emergency activation when necessary.

Organization

The Florida National Guard Area Command responsible for planning and executing military support missions within Miami-Dade County is the 50th Area Support Group located at Homestead Air Reserve Base. Unless otherwise directed, it will be the responsibility of this group to provide a liaison officer to the Miami-Dade EOC.

Direction and Control

The EOC Incident Commander, in cooperation with ESF 13, will coordinate through the State Emergency Coordinating Officer, at the SEOC, to the Adjutant General's Emergency Operations Center (TAG-EOC) for any action involving the Florida National Guard. The FLNG will provide a liaison officer to the Miami-Dade EOC to coordinate all aspects of the mission assignments with the Incident Commander and ESF 13. The Public Safety Branch Director of the Miami-Dade EOC will work with them to maintain a database of names and numbers to be utilized for emergency contacts.

ESF 13 Interface

ESF 13 agencies can communicate directly with the Logistics Section, Public Safety Branch as well as other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

Preparation

The County EOC will request National Guard support when necessary. The Governor of the State of Florida will mobilize the Florida National Guard upon the issuance of an Executive Order.

Response

- The FLNGs basic mission assignment will be to provide those resources necessary to support Miami-Dade County in areas of need.
- ESF 13 will convert the request into the form of a mission assignment and forward to the State ESF 13, who, in turn, will submit the mission request to TAG-EOC for action.
- In catastrophic disasters, the Governor may, at his/her discretion, request assistance from the Department of Defense. In this instance, the State Adjutant General and/or his designee will provide the liaison between State and Federal Military Force Command.

Recovery

ESF 13 may be requested to participate in certain emergency activities during the recovery phase of a disaster, such as logistical operations and restoration of critical infrastructure.

EMERGENCY SUPPORT FUNCTION 14 (PUBLIC INFORMATION)[45]

PART 1 – General

Introduction

The purpose of ESF 14 is to prepare, coordinate, and disseminate information regarding major emergencies and disasters to the general public through various forms of media.

Lead Agency

Miami-Dade Emergency Management
Mayor's Office of Communications

Support Agencies

County:
Miami-Dade Fire-Rescue Department (MDFRPIO)
Miami-Dade Police Department PIO
Community Information and Outreach (311, PIO)
Other County PIO (as determined)

State:
Florida Division of Emergency Management PIO

Federal:
FEMA Office of Emergency Information and Public Affairs (FEMA-EIPA)

Scope

ESF 14 will operate in two main functions:

- Emergency alerts and instructions distributed via the Emergency Alert System (EAS)
- Emergency Information and media affairs with the Public Information Officer (PIO)

The primary functions of ESF 14 are:

- Disseminate emergency alerts and instructions through the Emergency Alert System (EAS) and the County's wireless emergency notification system, Miami-Dade Alerts.
- Collect and disseminate emergency public information.
- Warnings and alerts;
- Recommended community preparedness actions and timing;
- Actions being taken by response and recovery agencies; and
- Ongoing news related to the disaster.
- Coordination of media interface by the Public Information Officer (PIO):
- Maintain a credible, effective working relationship with the media, ensuring they have access to information;
- Work and bring together County professionals and elected leadership to communicate accurately the details of the emergency.

[45] EMAP 4.4.3(11)

- Disseminate public information via Social media outlets.
- Incorporating the activities of the EOC into appropriate deadlines.

Purpose

- To disseminate immediate emergency information concerning disasters to the residents of Miami-Dade County in order to save lives and reduce property damage.
- To provide a central point of contact for the media to release accurate information on a timely manner.

PART 2 – Concept of Operations

General

Staffing

Once the EOC has gone to a 24-hour operation basis, the Director of Communications will establish a personnel roster to cover an alpha/bravo shift format from among the departmental PIOs.

The Director of Communications can assign the following PIO positions: There are 11 PIO positions in the latest ESF 14 Annex. I recommend we not include this level of detail in this summary but if we must, then include all the positions.

- Lead PIO: The Lead PIO reports directly to the Mayor's Communications Director and is responsible for coordinating EOC press conferences and is a spokesperson for the County. The Lead PIO also manages the press room.
- The EOC Public Information and Communications PIO also reports directly to the Mayor's PIO director, directs the actions of subordinate staff in the PIO work room, and serves as the primary point of contact for the ESF.
- The EOC Public Information and Communications PIO manages the activities within the PIO Workroom (#169) and coordinates the development of all draft media advisories, media releases and presentation products, and website updates related to the event. The PIO needs to constantly anticipate the information and media releases that may be required of the event.
- GIC PIO: The 311 Liaison provides information support to 311 and coordinate all web-based public information.
- Media Coordinator: The Media Coordinator is responsible for on-site media interface; addressing the media's needs, and communicating their information requests to the EOC Public Information and Communications PIO. The Media Coordinator is assigned to the Media Room. Special Skills PIOs: provide liaison with Spanish and Creole press outlets and handle calls in those languages.
- Video & Technical Support Coordinator: The Video and Technical Support Coordinator is responsible for video documentation, photographic documentation of the event, and all technical and equipment needs of the media and EOC audiovisual and status board display systems.

Organization

A Joint Information Center (JIC) comprised of federal, state and local partners will be established at an offsite location to be determined. Media access to the EOC will be limited to the Press Room, where they

will be provided with audio and video feeds from the Control Room as well as any other support resource required to get out coverage of the incident in a timely manner.

Direction and Control

The following steps will be carried out when preparing the release of information to the public:

- PIOs identify and respond to inquiries, 311 analysis or other sources, and will recommend a course of action to the EOC Lead PIO.
- The EOC Lead PIO or designee drafts a release if needed and seek approval from the Lead PIO.
- The Lead PIO makes a decision about the release of information. This will include recommendations to the Director of DEM and Incident Commander about when the information is to be released, who will do it and where. If a press release is to be issued, the Incident Commander will review and approve all media releases prior to release.
- The Lead PIO provides primary interface with decision-makers and EOC Incident Commander to approve release of emergency information.
- Once the Incident Commander approves the release, he/she should sign the release and the EOC Public Information and Communications PIO will execute delivery of the release.

ESF 14 Interface

Interface with ESF 14 is accomplished through the appropriate spokespersons for each of the agencies involved in the activation of the EOC. Research of media questions and the efforts to issue emergency information requires the free access of the PIO staff to all EOC agency representatives.

311

Interface with 311 identifies areas or issues of concern that need to be addressed, either by action by agencies or a release of information.

The OEM website http://www.miamidade.gov/oem supplies Miami-Dade residents with information on how to prepare for disasters. During EOC activation a representative from COM updates the site with emergency public information drawn from media releases, media briefings, damage assessment photos, and recovery information. The 311 call takers use the same information to answer citizen calls.

Preparation

The PIO function prepares itself in the following ways:

- Updates ESF and media contact names and numbers for key personnel at least semi-annually.
- Test wireless emergency notification system (Miami-Dade Alerts) every month.
- Conducts briefings to the media every May to review procedures, and brief the media on Hurricane Preparedness Month activities. Evacuation maps, shelter locations, and bus pick-up points are provided to the media in formats they can use for broadcast and printing, and then updated as needed. Their broadcast of these materials is the chief format for delivery of them to residents and visitors.
- Review and re-write standardized and pre-scripted press releases and EAS messages following activation and exercises.
- Develop and provide evacuation maps listing areas of vulnerability, shelter locations, and bus pick-up points is provided to the media in formats they can use for broadcast, printing, and updating as

needed. Their broadcast of these materials will be the chief format for delivery to residents and visitors.

- AT&T prints the Miami-Dade County Evacuation map, and basic preparedness information in the White Pages. These are updated every year with assistance from the American Red Cross.
- Research and test other methods of communicating with the public in absence of standard methods.

Response

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions. The following represents a list of ESF 14 functions:

- The Lead PIO is responsible for the acquisition of all relevant incident or disaster information from Incident Commander. Information obtained from this source is sorted and arranged so as to be relevant for dissemination to the public-at-large.
- Proactive contact with the media anticipating questions about damage assessment, and the sheltering of victims.
- The PIO is assigned to have constant contact with or participation in the RIAT, SERT or PDA teams to handle media questions should the media also follow, and to feed information back to the EOC.
- The Mayor's Director of Communications reviews PIO rosters from other county departments and request their services to relieve EOC personnel.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 14.

ESF 14 is tasked with disseminating information regarding basic emergency functions and recovery assistance. If a presidential declaration is involved, ESF 14 and 311 serves as transitional sources of information until federal agencies have set up their pubic information capabilities. The following tasks will be completed:

- ESF 14 compiles contact lists and pertinent information to give to state and federal public information elements in order to expedite their capabilities.
- ESF 14 interfaces with EOC Human Services Branch to set up an information exchange for DACs. The EOC Public Information and Communications PIO sets up a system for delivery of information as DACs are set up.

EMERGENCY SUPPORT FUNCTION 15 (VOLUNTEERS & DONATIONS)[46]

PART 1 – General

Introduction

Emergency Support Function (ESF) 15 (Volunteer & Donations) is responsible for the coordination of spontaneous volunteers and donations, the latter of which may consist of monetary, in-kind, or donated goods.

Lead Agency

United Way of Miami-Dade

Support Agencies

Adventist Community Services
American Red Cross
Miami-Dade Voluntary Organizations Active in Disasters (MDVOAD)
Salvation Army
Switchboard of Miami

Scope

- ESF 15 may become operational when the Miami-Dade EOC activates at Level II or greater in response to a major emergency or disaster.
- They manage all incoming spontaneous volunteers and donations as well as requests for volunteers and donations.
- All personnel, technology, equipment, facilities, goods, services, and cash received through donations from the community will be made available to support the response and recovery efforts of local government and private not-for-profit agencies.

Purpose

In order to effectively manage the receipt of solicited and unsolicited volunteers and donated goods, it is necessary to have a coordinating entity to facilitate the receipt of such goods and to coordinate the use of spontaneous volunteers. In some instances, it may even be necessary to recruit and train volunteers from within the county.

PART 2 – Concept of Operations

General

ESF 15 will manage the receipt and deployment of volunteers and donations during an emergency activation.

Organization

ESF 15 is an emergency support function within the EOC Logistics Section. Agencies that comprise ESF 15 report directly to the EOC Logistics Section Chief. The EOC Logistics Section Chief will coordinate with

[46] EMAP 4.4.3 (10) and (28)

the state ESF 15 counterpart to provide directions and information for volunteers and drivers bringing donations into the county.

The United Way of Miami-Dade is the lead agency for ESF 15 and is responsible for the operations of the activities of the volunteers and donations section to include but not limited to:

- The volunteers and donations call center and website
- Coordination of solicited and unsolicited volunteers

Support agencies are tasked with specific roles within ESF 15 based on their areas of expertise. ESF 15 support agencies must appoint representatives who can work with the lead agency develop ESF 15 plans and who can accept responsibility for implementing the ESF 15 plan during emergencies or disasters. These representatives will have the authority to make decisions on behalf of their respective agencies.

Direction and Control

The EOC Logistics Section Chief are responsible for notifying ESF 15 of any pending incident or emergency and the location where the support agency personnel need to report in the event that the ESF 15 plan is activated.

ESF 15 will ensure that the volunteers and donations call center and website is appropriately staffed as well as continue to coordinate with the call center staff to ensure the receipt of donated goods and volunteers are matched with those agencies or individuals in need of the assistance.

The EOC Logistics Section Chief and the ESF 15 lead agency will determine if the circumstances of the emergency necessitate the activation of the volunteers and donations call center and will take the appropriate steps accordingly.

ESF 15 will prepare periodic situation reports and submit them to the EOC Logistics Section Chief.

ESF 15 Interface

ESF 15 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

Preparation

During the preliminary phases of an emergency or disaster, ESF 15 lead and support agencies must accomplish the following tasks:

- Gather donations and volunteer resource availability lists from all ESF 15 support agencies.
- Receive requests for donations and volunteer through ESF 7 (Resource Support).
- Contact entities with which agreements are in place for donations and/or volunteers to assess their current availability.
- Mobilize appropriate personnel to set-up the equipment and supplies for the Volunteers and Donations Call Center, website, and employee & volunteer staging area.

Response

Once activated, ESF 15 will carry out their responsibilities as they pertain to the following areas:

- Volunteers and Donations call center, website, and employee & volunteer staging area.
- Resource database.
- Operation of donations warehouses and distribution sites.

Volunteers and Donations Call Center
ESF 15 lead agency will manage the call center in the event of a community emergency. Once notified by the EOC of the need to activate the call center, ESF 15 lead agency will activate its contract with Switchboard of Miami or another partner agency to stand up the call center. ESF 15 lead agency will provide the details of the information to be shared with the community on how they can assist. Each partner agency will have their call staff trained and ready within 24 hours. ESF 15 with be provided with regular reports on the call center activity.

Donations Sites and Warehouse
These sites will serve as central locations for the management of unsolicited and solicited goods to address the needs of local relief agencies equitably and effectively. ESF 15 lead and support agencies, to include OEM, will be responsible for the operational activities at the donation sites. ESF 15 will manage the flow of donated goods into the County by identifying and informing the public of the needs via the call center, the Communications Department 3-1-1 Contact Center and coordinating with ESF 14.

Volunteer Services
Individuals who wish to volunteer their services are encouraged to contact a local disaster relief organization through public information campaigns and by the call center staff. The volunteers and donations call center maintains information on all offers of volunteer services in the computer database. ESF 15 will conduct training and orientation programs for volunteers.

Recovery

Depending upon the nature of the incident, the coordinated functions provided by ESF 15 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process. Some activities that may continue during recovery include:

- Volunteer and donations call center
- Disposition of donated goods
- Public/Media information

EMERGENCY SUPPORT FUNCTION 16 (LAW ENFORCEMENT)[47]

PART 1 – General

Introduction

The purpose of ESF 16 is to provide and coordinate the human, technical, equipment, facility, materials, and resources of, or obtainable by, ESF 16 agencies to support the security needs of municipal, local,

[47] EMAP 4.4.3(18)

state, and federal governments during a major emergency or disaster. ESF 16 is responsible for coordinating traffic, crowd control, shelter security, curfew enforcement, and the protection of critical facilities.

Lead Agency

Miami-Dade Police Department

Support Agencies

All municipal and tribal police departments within Miami-Dade County
Miami-Dade Public Schools Police Department (MDSPD)
Miami-Dade Corrections and Rehabilitation (MDCR)
Florida Department of Law Enforcement (FDLE)
Florida Fish and Wildlife Conservation Commission (FWC)
Florida Highway Patrol (FHP)
Florida National Guard (FNG)
Federal Bureau of Investigation (FBI)
United States Coast Guard (USCG)
National Park Service (NPS)

Scope

The law enforcement and security resources of the primary and support agencies listed under ESF 16 are utilized under any level of activation of the Miami-Dade Emergency Operations Center.

The available resources of ESF 16 include personnel, facilities, equipment, vehicles, and supplies. A list of available resources inventory is located at the headquarters of each of the support agencies.

Purpose

It is the responsibility of ESF 16 to provide and coordinate the law enforcement and security support during response and recovery phases of a disaster.

PART 2 – Concept of Operations

General

- As the lead agency for ESF 16, the Miami-Dade Police Department will assign designated personnel to the Miami-Dade EOC during an incident, emergency, or disaster to coordinate all law enforcement activities throughout the county.
- The Public Safety Branch Director will notify all ESF 16 support agencies with information regarding the time and location to report for activation.
- In conjunction with the EOC Public Safety Branch Director, ESF 16 shall review, prioritize, and develop plans to mitigate incidents or concerns.

Organization

- ESF 16 operates within the EOC Public Safety Branch.
- Each ESF 16 support agency is required to establish and maintain a database of available resources that may be required for a disaster.

- Designated ESF 16 personnel must have the delegated authority of their agency to commit and procure resources as needed or be capable of communicating directly with such person with said authority.

Direction and Control

The EOC Incident Commander will activate ESF 16 when law enforcement services are deemed necessary. The procedures for receiving, evaluating, prioritizing, and dispatching law enforcement resource requests are as follows:

- MDPD receives a resource request and notifies the EOC Public Safety Branch Director of its receipt;
- MDPD prioritizes the request(s) based upon urgency and available resources;
- MDPD will provide status updates on the Resource Request/Task Assignment board in WebEOC® up to its completion; and
- If the resource request exceeds available resources, a request is made to ESF-7 (Resource Support).

ESF 16 shall maintain an inventory of available and obtainable resources, including vehicles, equipment, material, and personnel. Due to the fact that there are multiple police departments represented under ESF 16, it is difficult to maintain a comprehensive inventory of equipment and manpower available in response to an incident or disaster. However, the individual resource inventories are available through the Offices of the Police Chiefs of each individual police department. Each agency will be responsible for the positioning, logistics, and management of its individual resource inventory.

ESF 16 Interface

ESF 16 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

Preparation

In conjunction with the ESF 16 agencies, the EOC Public Safety Branch Director and EOC Municipal Branch Director will maintain an emergency contact list, as well as review and provide updates to the appropriate sections of this Annex. OEM will coordinate lead and support agencies in the planning and participation of ongoing training and exercise programs to maintain a state of readiness.

Response

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions. The following represents a list of those basic response actions for ESF 16:

- Receive, distribute, and evaluate resource requests;
- List items for inclusion in situation reports;
- Collect data and prepare reports in a designated time period established by county and state EOCs; and
- Use information gathered from the community and other agencies to help identify on-going issues, problems, concerns, and threats.

Recovery

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 16 that include:

- Receive, distribute, and evaluate data on impacted areas
- List items for inclusion in county and state EOC briefings and resource requests for the action plans
- Establish staging areas of mutual aid responders and deploy these teams as needed
- Ensure adequate coverage for each shift

Restricted Entry

In circumstances where hazards remain, it may be necessary to implement restricted entry procedures, including but not limited to:

- Restricted entry for designated emergency personnel due to hazards
- Designated access depending on damages to roads or remaining hazards
- Security checkpoints that review approved identification for people to be granted access to an area including:
    - Residents
    - Business owners
    - Workers that have an approved need to be in the area (this will be determined on a case by case basis) including but not limited to insurance adjusters, contractors, damage assessment teams
- Curfew restrictions that usually limit access to an area during daylight hours only
- Limited time entry due to concerns about long term exposure to hazards (such as radiation) to perform necessary actions such as feeding livestock or emergency repairs

ESF 16 is responsible for setting up re-entry points and for developing a re-entry plan that addresses:

- Agencies facilitating re-entry
- Resident identification procedures, if phasing is necessary
- Guidelines for permitting worker entry:
    - Critical Private Sector
        - Health and Medical Providers
        - Utilities
        - Emergency contractors
        - Pharmacy
        - Food
        - Banking
        - Gas
        - Hardware
    - Critical Public Sector
    - Tourist and Visitors Sector
- Location of re-entry points

EMERGENCY SUPPORT FUNCTION 17 (ANIMAL PROTECTION & AGRICULTURE)[48]

PART 1 – General

Introduction

ESF 17 is responsible for the acquisition of resources and the coordination needed to minimize losses for animal and agriculture-related issues in all disasters. These include animal or plant disease emergency events as well as natural and technological disasters.

Lead Agencies – Animal Protection

Miami-Dade Animal Services Department
Florida Department of Agriculture and Consumer Services

Support Agencies Animal Protection

Miami-Dade Office of Emergency Management
Miami-Dade Police Department
Miami-Dade Police Department Agriculture Patrol
Regulatory and Economic Resources Division of Environmental Resources Management
University of Florida, Institute of Food and Agriculture Sciences, Cooperative Extension and Research Services
Florida Department of Health in Miami-Dade County
Miami-Dade Department of Solid Waste Management
The South Florida Society for the Prevention of Cruelty to Animals
Florida Fish and Wildlife Conservation Commission
Florida Department of Environmental Protection
American Veterinary Medicine Association (AVMA)/ Veterinary Medical Assistance Team
United States Department of Agriculture Farm Service Agency

Lead Agency – Agriculture

University of Florida, Institute of Food and Agriculture Sciences, Cooperative Extension and Research Services

Support Agencies - Agriculture

Regulatory and Economic Resources Division of Environmental Resources Management
Miami-Dade Office of Emergency Management
South Florida Water Management District
Florida Department of Health in Miami-Dade County
Miami-Dade Police Department Agriculture Patrol
United States Department of Agriculture
United States Department of Agriculture Farm Service Agency
Florida Department of Agriculture and Consumer Services
United States Food and Drug Administration
Agriculture Groups and Local Farmers

[48] EMAP 4.4.3

Scope

- ESF 17 may become operational during any incident or disaster requiring an EOC activation level of II or above.
- The available and obtainable resources of ESF 17 include personnel, technology, equipment, and supplies obtainable from contractors, vendors, related agencies of federal, state and local governments, as well as private associations or groups.

Purpose

ESF 17 is charged with the provision and coordination of services to protect and preserve, as able, animal and agricultural assets and resources. This includes activities that may occur before, during and after an event that impacts the county

- Domestic animals such as household pets
- Livestock
- Fisheries
- Marine life
- Agricultural crops
- Ornamental nurseries

PART 2 – Concept of Operations

Organization

- ESF 17 coordinates its activities through the EOC Human Services Branch and Infrastructure Directors in the EOC and with State ESF 17 operation, if applicable.
- ESF 17 support agencies are tasked with specific roles based on areas of expertise.

Direction and Control

The establishment of priorities and the initiation of emergency work for animal protection & agriculture during the response and recovery phases will be handled by ESF 17.

- ESF 17 will prioritize requests based upon urgency and available resources.
- ESF 17 will then advises, in writing, an estimated completion time and provide this to the EOC Human Services Branch or Infrastructure Director.
- If the resource request exceeds obtainable resources, a request is made to the ESF 7 (Resource Support)
- Each agency under ESF 17 shall maintain an inventory of available and obtainable resources including vehicles, equipment, material, and personnel.
- Each ESF 17 agency will be responsible for the positioning, logistics, and management of its individual resource inventory.
- The Animal Services Department is the lead agency for ESF 17 in charge of all sheltering operations in Pet-Friendly Evacuation Centers in Miami-Dade County.
- The Animal Services Department will maintain a registry of all pets that are in Pet-Friendly Evacuation Centers.

- The sites that have been selected as Pet-Friendly Evacuation Centers are school board and county facilities and have backup generators for emergency lighting.
- Pet-Friendly Evacuation Centers will be opened when an emergency situation requires the evacuation and sheltering of people. OEM coordinates the opening and closing of centers with all involved agencies. Evacuation centers are closed when it is determined that they are no longer needed or alternative arrangements have been made for persons who are unable to return to their homes.
- The Animal Services Department is responsible for the registration, staffing, feeding and other activities in the pet-friendly evacuation centers.
- Municipal police, Miami-Dade County School Board Police, and contracted county security agencies will provide security at pet-friendly evacuation centers. Miami-Dade Police Department (MDPD) is the lead agency for coordinating security at each location.

ESF 17 Interface

- ESF 17 will coordinate directly with other agencies for support services.
- ESF 17 will coordinate through the EOC Human Services Branch and Infrastructure Directors for support from other ESFs outside their respective branch.
- ESF 17 will exhaust all obtainable resources before turning a request for logistical support over to ESF 7 (Resource Support).

Preparation

During the preliminary phases, prior to the onset of an incident or disaster, a number of preparatory tasks must be accomplished:

- Maintain updated list of suppliers of goods and services to ensure that appropriate arrangements have been made to provide essential resources during and after an incident or disaster
- Compile or update a resource list from representative agencies.
- Maintain personnel and equipment in a state of readiness for existing and anticipated emergency conditions to include mobilizing resources and staging them at various locations Identify shelter locations

Response

Once ESF 17 is activated, the following concerns will be addressed:

- Needs determination
- Resource location and acquisition
- Distribution of Resources

Recovery

Depending upon the nature of the incident, the coordinated functions provided by ESF 17 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process.

EMERGENCY SUPPORT FUNCTION 18 (BUSINESS & INDUSTRY)[49]

PART 1 – General

Introduction

The objective of this program is to minimize the number of businesses that fail to reopen due to the lack of accurate and actionable information, during and following an emergency or disaster event. This will be accomplished through the utilizations of the different components of the public-private partnership, which are:

- ESF 18
- Recovery Support Function (RSF) Economic
- Alliance for Response (AFR) – Miami

Lead Agency

Miami-Dade Office of Emergency Management

Support Agencies

The support agencies of ESF 18 consists of County departments, non-profit organizations, corporate partners and networking organizations. Corporate partners are individual companies operating within the county. The networking organizations are groups within the county that represent different business sectors.

Scope

The emphasis of this program is information sharing with the goal of building a resilient community in Miami-Dade County during and following an emergency or disaster event. Part of developing a resilient business community is to ensure that the county provides timely information to the private sector prior to, during, and following a disaster event so that they are equipped with the information necessary to make appropriate business decisions. The information shared will include pre-disaster preparedness information to enhance the emergency management and business continuity planning of businesses. Additionally, during a response to a hazard impacting the county, businesses will be able to share information about the status of a particular business entity or the general devastation in the community in which the business is located.

Purpose

- Define preparedness activities that will enhance the effectiveness of response measures.
- Provide information and training on implementing support to the business community.
- Define roles and responsibilities for Office of Emergency Management (OEM), the corporate partners and networking organizations in preparing for and responding to an emergency and/or disaster.
- Identify resources available for the public and private sector partners.
- Facilitate communication of specific business and industry sector status or ability to return to normal operation post event.

[49] EMAP 4.4.3(22)

PART 2 – Concept of Operations

Organization

- ESF 18 coordinates its activities through the EOC Infrastructure Branch Director in the EOC and with State ESF 18 operation.

Direction and Control

ESF 18 is a function of the EOC Infrastructure Branch and falls under the supervision of the EOC Infrastructure Branch Director. Therefore, the EOC Infrastructure Branch Director will provide the general guidance for ESF 18 during activations. ESF 18 will coordinate resources through the EOC Infrastructure Branch Director.

ESF 18 Interface

- ESF 18 will coordinate directly with other agencies for support services.
- ESF 18 will coordinate through the Infrastructure Branch Director for support from other ESFs outside their respective branch.
- ESF 18 will exhaust all obtainable resources before turning a request for logistical support over to ESF 7 (Resource Support).

Preparation

The Public-Private Partnership members meet regularly to discuss issues such as lessons-learned, best practices, program development, information sharing, etc. Other activities that occur during this phase of emergency management include:

- Training: FEMA Independent Study Courses 100, 200, 660, 662, 700, 775 & 800
- Design and participation in appropriate exercises
- Business Continuity Information Network access development and partner training

Response

- Implement protective measures for their facilities/infrastructure.
- Activate command centers and/or send personnel to the EOC to support ESF 18 functions
- Provide information to the EOC on the status of grocery stores, pharmacies and other private sector facilities.
- Conduct impact assessments following the disaster to determine level of damages to their operations and facilities and the economic impacts.
- Notify the EOC of any potential or anticipated problems or areas of concern.
- Review team rosters to ensure continuity of operation.
- Coordinate with ESF 14 (Public Information) to disseminate information to the public concerning private resumption and availability of services and products.
- The ESF 18 EOC Liaison will facilitate conference calls with the corporate partners and networking organizations to solicit information, resources and donations.

Recovery

The Recovery period is divided into three basic phases. The first phase, Short Term Recovery, begins while the Response Phase is ending. Short-term recovery can be defined as that period of time when the temporary restorations of daily activities are implemented. The coordination of this phase of the recovery

process is the direct responsibility of the Miami-Dade EOC. The second phase is the Intermediate phase which would involve the activation of the Recovery Operations Center and Recovery Support Function (RSF) Economic. The final phase is Long Term Recovery which is addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees.

EMERGENCY OPERATIONS CENTER LOGISTICS PLAN[50]

PART 1 – General

Introduction

The EOC Logistics Section supports the operations of the Miami-Dade County Emergency Operations Center (EOC) by acquiring, deploying, tracking, and demobilizing equipment, supplies, and human resources. The EOC Logistics Section is directed by the EOC Logistics Section Chief and is comprised of four Emergency Support Functions (ESFs). These include: ESF 7 (Resource Support); ESF 11 (Food and Water); ESF 13 (Military Support); and ESF 15 (Volunteers & Donations).

Lead Agency

Miami-Dade Office of Emergency Management

Support Agencies

- Miami-Dade Internal Services Department (ISD)
- Miami-Dade Procurement Management Services – A Division of ISD (PMS)
- Florida National Guard
- Florida Division of Emergency Management (FDEM)
- United Way of Miami

Purpose

The Logistics Plan provides an all-hazards framework for collaboration among responsible entities and coordination during emergencies in Miami-Dade County. The Logistics Plan describes the general approach of Miami-Dade Emergency Management (OEM) and other entities in coordinating the influx of local, regional, state, and out-of-state resources and commodities that can be expected following a catastrophic incident such as a major hurricane.

The Logistics Plan does not replace existing means of acquiring resources. Rather, it is meant to augment partner agencies' methods of acquiring the necessary resources in response to an incident. The Logistics Plan complies with the requirements of the National Incident Management System (NIMS), and is consistent with the National Preparedness Goal (NPG).

Scope

The EOC Logistics Section provides support to Miami-Dade County agencies by acquiring assets, equipment, supplies, personnel, and/or identifying the facilities necessary to protect the health, safety, and welfare of visitors and residents in a countywide incident when the normal means of acquiring resources are inadequate or unavailable. This document will describe the roles, responsibilities, and operations of the EOC Logistics Section.

It is recognized that during the response to an actual incident, the scope of coordination for logistics may encompass other counties; the State of Florida; and the Federal Government.

[50] EMAP 4.4.3 (25)

PART 2 – Concept of Operations

Alert & Notification

The EOC Logistics Section Chief will notify lead and support agencies of an imminent threat of disaster and/or pending EOC activation. It is the responsibility of the primary emergency contact person for each agency to activate the department's internal notification processes and to develop a schedule of personnel to staff the EOC. Each agency must identify at least six individuals to represent it.

The EOC Logistics Section Chief will also notify disaster site managers i.e., Staging Areas, POD's, Employee Volunteer Staging Areas, and Volunteer & Donations Coordination Centers staff when they are on stand-by.

Response

During an event, EOC section chiefs will advise the EOC Logistics Section Chief of anticipated needs or operational adjustments that influence the logistical responsibilities of the EOC coordinated effort. The EOC Logistics Section will support the response phase of an incident when that incident triggers a deficit in available resources. Once an agency within Miami-Dade County requires a resource to carry out its emergency mission that it cannot obtain on its own or Miami-Dade County needs to initiate disaster operations in which it does not normally engage, the EOC Logistics Section will be utilized for the acquisition of resources.

The EOC Logistics Section is primarily responsible for, but not limited to, the following response activities during EOC activations:

- Resource Acquisition
- Resource Staging
- Points of Distribution
- Volunteer Management
- Fuel Shortage/Prioritization
- Temporary Housing
- Warehouse Operations
- Donation Coordination

Recovery

When a local state of emergency is declared by the County Mayor, the EOC will initiate response operations to assist communities impacted by the event. As response operations are underway, the EOC will simultaneously begin the planning of recovery operations. Planning for recovery during the response phase ensures an effective transition from one phase of emergency operations to another. The emphasis of local activities shifts from response to relief and short-term recovery as the requirements to save lives, protect property, and protect public health and safety diminishes. During this phase the county begins the transition out of EOC-oriented operations as organizations that are designed to facilitate recovery operations stand-up. The county may ultimately transition to a recovery organization that is not based in the EOC, or may move recovery functions to specific departments or agencies for which these functions are part of the departments' or agencies' respective missions. Consequently, the EOC tends to have a diminishing role in recovery activities as the recovery period progresses.

Demobilization

Demobilization of the EOC Logistics Section may commence once it is determined that the EOC will be deactivated. The EOC Logistics Section Chief will develop a demobilization plan, which will include a time-line for deactivation; continuity of resource acquisition for continued support of incidents that do not require full-scale (Level 1) activation; close-out of requests; and return of requested resources.

ATTACHMENTS

Figure 1 – Proposed Population Projections

Proposed Population Projections, 1990 to 2030
Miami-Dade County by Minor Statistical Area

Area	1990	2000	2010	2015	2020	2025	2030	Capacity
1.1	12,546	16,278	21,751	23,140	24,957	26,939	29,116	28,372
1.2	8,854	10,513	12,389	12,496	12,635	12,765	12,894	12,778
1.3	110,126	108,526	108,960	113,825	117,570	121,447	125,905	126,759
2.1	129,542	160,589	172,876	176,912	182,256	187,968	194,162	191,723
2.2	41,795	48,988	54,587	55,948	57,706	59,602	61,677	60,981
2.3	77,397	82,976	83,312	85,775	88,124	90,657	93,554	93,569
2.4	75,900	78,931	80,165	81,739	83,243	84,857	86,696	86,618
3.1	131,084	201,811	225,910	230,826	237,633	244,333	251,148	246,045
3.2	82,657	122,540	147,957	157,026	169,181	182,409	196,858	191,570
4.1	91,146	87,834	85,289	89,159	91,702	94,185	96,997	97,702
4.2	83,779	80,689	78,441	82,435	85,128	87,789	90,816	91,603
4.3	106,641	115,905	116,176	116,767	117,479	118,198	118,953	118,463
4.4	15,480	16,060	16,182	16,336	16,490	16,655	16,839	16,796
4.5*	105	122	7	7	7	7	7	152
4.6	44,930	47,631	48,378	51,301	53,919	56,734	59,977	60,271
4.7	36,432	35,945	49,654	60,727	72,332	85,314	100,242	98,518
5.1	117,989	122,903	132,529	136,472	140,549	144,982	150,018	149,672
5.2	53,742	55,896	70,629	74,819	79,511	84,685	90,553	89,910
5.3	118,198	120,126	127,979	130,595	133,251	136,122	139,376	139,087
5.4	97,439	102,262	102,113	102,481	102,886	103,292	103,723	103,437
5.5	74,262	80,111	79,926	81,462	83,012	84,685	86,581	86,407
5.6	30,072	32,431	32,014	32,579	33,139	33,742	34,426	34,365
5.7	22,727	25,346	25,078	25,325	25,617	25,926	26,263	26,131
5.8	33,358	35,040	35,697	37,019	38,235	39,544	41,045	41,123
6.1	110,762	156,640	186,579	190,008	194,688	199,218	203,786	200,130
6.2	67,648	125,812	146,136	151,350	158,711	166,033	173,498	168,063
7.1	33,467	41,575	62,081	67,256	74,004	81,437	89,645	87,051
7.2	36,214	39,327	47,187	55,012	62,932	71,710	81,821	81,277
7.3	31,173	32,367	37,836	40,840	43,856	47,167	50,969	50,970
7.4	46,921	48,364	73,780	87,132	102,173	119,053	138,285	134,974
7.5	10,425	14,635	28,259	33,519	41,014	49,360	58,395	54,289
7.6**	4,283	5,189	6,578	6,910	7,603	8,587	9,926	24,929
Total	1,937,094	2,253,362	2,496,435	2,607,198	2,731,543	2,865,402	3,014,151	2,993,735

Source: Miami-Dade County, Department of Regulatory and Economic Resources, Research Section 2013.

Figure 2 – Annual Average Change

Annual Average Change
Population Projections 1970-2030
Miami-Dade County by Minor Statistical Area

Area	1970-1980	1980-1990	1990-2000	2000-2010	2010-2015	2015-2020	2020-2025	2025-2030
1.1	985	-63	373	547	278	363	396	435
1.2	172	252	166	188	21	28	26	26
1.3	1,076	-315	-160	43	973	749	775	892
2.1	2,845	920	3,105	1,229	807	1,069	1,142	1,239
2.2	498	986	719	560	272	352	379	415
2.3	2,614	613	558	34	493	470	507	579
2.4	636	709	303	123	315	301	323	368
3.1	3,503	5,585	7,073	2,410	983	1,361	1,340	1,363
3.2	2,786	4,443	3,988	2,542	1,814	2,431	2,646	2,890
4.1	1,449	141	-331	-255	774	509	497	562
4.2	-1,531	-822	-309	-225	799	539	532	605
4.3	1,683	1,555	926	27	118	142	144	151
4.4	-112	79	58	12	31	31	33	37
4.5	-20	-12	2	-12	0	0	0	0
4.6	395	680	270	75	585	524	563	649
4.7	-1,109	-235	-49	1,371	2,215	2,321	2,596	2,986
5.1	1,215	885	491	963	789	815	887	1,007
5.2	294	421	215	1,473	838	938	1,035	1,174
5.3	327	-122	193	785	523	531	574	651
5.4	1,919	763	482	-15	74	81	81	86
5.5	2,878	1,456	585	-19	307	310	335	379
5.6	-41	-4	236	-42	113	112	121	137
5.7	874	118	262	-27	49	58	62	67
5.8	1,149	6	168	66	264	243	262	300
6.1	4,083	6,026	4,588	2,994	686	936	906	914
6.2	1,813	4,613	5,816	2,032	1,043	1,472	1,464	1,493
7.1	685	362	811	2,051	1,035	1,350	1,487	1,642
7.2	1,368	782	311	786	1,565	1,584	1,756	2,022
7.3	755	245	119	547	601	603	662	760
7.4	2,025	487	144	2,542	2,670	3,008	3,376	3,846
7.5	412	468	421	1,362	1,052	1,499	1,669	1,807
7.6	184	110	91	139	66	139	197	268
Total	35,809	31,131	31,627	24,307	22,153	24,869	26,772	29,750

Source: Miami-Dade County, Department of Regulatory and Economic Resources, Research Section 2013.

Figure 3 – Minor Statistical Areas

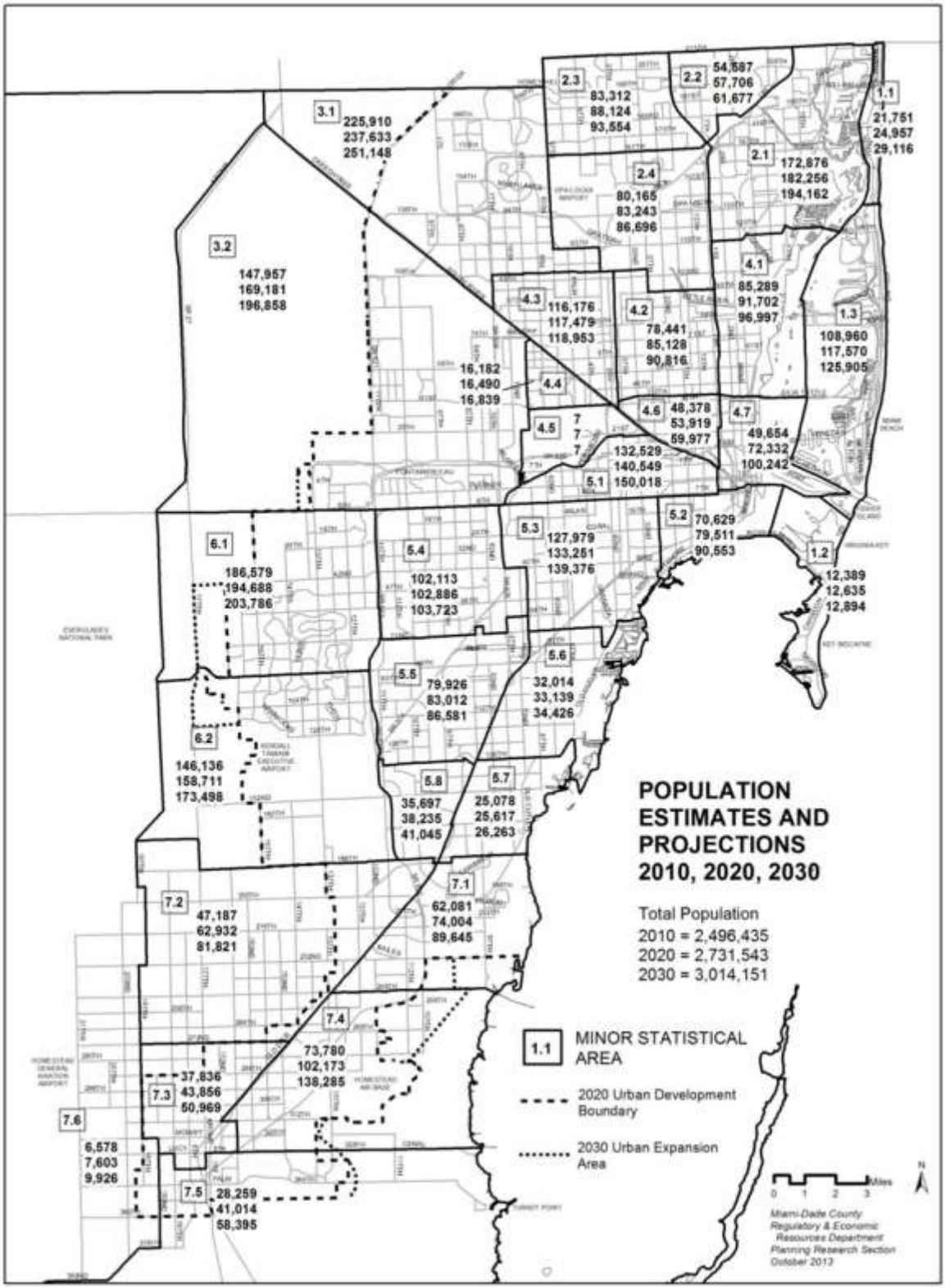


Figure 4 – 2015 Demographic and Housing Characteristics

	2015	2010- 15 % change
SEX AND AGE		
Total population	**2,693,117**	**7.5%**
Male	1,305,293	7.6%
Female	1,387,824	7.4%
Under 5 years	157,887	5.2%
5 to 9 years	149,574	2.4%
10 to 14 years	150,803	-1.0%
15 to 19 years	156,490	-6.8%
20 to 24 years	177,364	-0.4%
25 to 34 years	384,040	12.6%
35 to 44 years	377,861	1.4%
45 to 54 years	400,141	8.7%
55 to 59 years	165,434	12.5%
60 to 64 years	152,990	20.2%
65 to 74 years	223,974	18.3%
75 to 84 years	138,576	13.9%
85 years and over	57,983	32.3%
Median age (years)	39.8	3.9%
18 years and over	2,140,283	9.2%
21 years and over	2,041,690	10.2%
62 years and over	508,399	17.6%
65 years and over	420,533	18.5%
18 years and over	2,140,283	9.2%
Male	1,022,303	9.5%
Female	1,117,980	9.0%
65 years and over	420,533	18.5%
Male	174,737	18.3%
Female	245,796	18.7%
RACE		
Total population	**2,693,117**	**7.5%**
One race	2,652,871	7.1%
Two or more races	40,246	39.9%
One race	2,652,871	7.1%
White	2,032,881	8.8%
Black or African American	495,903	4.6%
American Indian and Alaska Native	1,741	-60.6%
Asian	42,970	9.3%
Native Hawaiian and Other Pacific Islander	310	181.8%
Some other race	79,066	-12.6%
Two or more races	40,246	39.9%
White and Black or African American	12,860	68.4%
White and American Indian and Alaska Native	1,535	-25.5%
White and Asian	6,160	107.8%

Black or African American & American Indian & Alaska Native	221	-58.8%
Race alone or in combination with one or more other races		
White	2,066,185	9.3%
Black or African American	515,021	5.6%
American Indian and Alaska Native	5,881	-23.3%
Asian	52,309	14.4%
Native Hawaiian and Other Pacific Islander	2,867	217.5%
Some other race	94,190	-8.4%
HISPANIC OR LATINO AND RACE		
Total population	**2,693,117**	**7.5%**
Hispanic or Latino (of any race)	1,800,281	10.2%
Mexican	64,583	28.0%
Puerto Rican	111,677	11.8%
Cuban	961,519	9.7%
Other Hispanic or Latino	662,502	9.2%
Not Hispanic or Latino	892,836	2.4%
White alone	381,160	-0.1%
Black or African American alone	448,936	4.0%
American Indian and Alaska Native alone	811	-53.9%
Asian alone	41,426	8.7%
Native Hawaiian and Other Pacific Islander alone	50	- 54.5%
Some other race alone	6,136	-0.1%
Two or more races	14,317	13.3%
Two races including Some other race	3,214	79.6%
Two races excluding Some other race, & Three or more races	11,103	2.4%
Citizen voting age population, 18 and over population	**1,568,980**	
Male	735,313	
Female	833,667	
HOUSING OCCUPANCY		
Total housing units	**1,010,631**	**2.1%**
Occupied housing units	857,712	**5.9%**
Vacant housing units	152,919	-14.9%
Homeowner vacancy rate	2.1	-2.50
Rental vacancy rate	5.9	-3.80
HOUSEHOLDS BY TYPE		
Total households	**857,712**	5.9%
Family households (families)	577,934	3.8%
With own children under 18 years	240,377	-1.2%
Married-couple family	360,402	1.5%
With own children under 18 years	145,738	-3.6%
Male householder, no wife present, family	56,376	13.1%
With own children under 18 years	21,377	16.8%
Female householder, no husband present, family	161,156	6.1%

With own children under 18 years	73,262	-0.8%
Nonfamily households	279,778	10.6%
Householder living alone	231,648	11.9%
65 years and over	87,655	14.3%
Households with one or more people under 18 years	278,053	-2.0%
Households with one or more people 65 years and over	274,686	15.4%
Average household size	3.1	2.3%
Average family size	3.8	3.6%

Miami-Dade County Profiles, American Community Survey (2015)

Figure 5 – Community Economic Profile

Employment By Sector (2015)	Miami-Dade	Florida
Average Annual Employment	**1,079,316**	**8,039,635**
Natural Resources & Mining	0.8%	1.0%
Construction	3.7%	5.4%
Manufacturing	3.6%	4.3%
Trade, Transportation, and Utilities	25.7%	20.9%
Information	1.6%	1.7%
Financial Activities	6.8%	6.6%
Professional and Business Services	13.7%	15.2%
Education and Health Services	15.5%	14.7%
Leisure and Hospitality	12.4%	14.1%
Other Services	3.7%	3.3%
Government	12.4%	12.9

Florida Legislature's Office of Economic & Demographic Research
http://edr.state.fl.us/Content/area-profiles/county/miamidade.pdf

Average Annual Wage – Miami-Dade (2015)	
All Industries	$50,548
Natural Resource & Mining	$29,931
Construction	$48,936
Manufacturing	$47,253
Trade, Transportation, and Utilities	$45,279
Information	$80,272
Financial Activities	$83,105
Professional and Business Services	$60,422
Education and Health Services	$50,325
Leisure and Hospitality	$29,407
Other Services	$31,090
Government	$58,782

Per Capita Personal Income (2015)		
Miami-Dade	Florida	United States
$43,278	$44,429	$48,112

Florida Legislature's Office of Economic & Demographic Research
http://edr.state.fl.us/Content/area-profiles/county/miamidade.pdf

Miami-Dade County Labor Force & Unemployment			
	Aug 2015	% Change from July 2015	% Change from August 2014
Labor Force	1,304,631	0.2%	-1.4%
Employment	2, 227,976	0.5%	-0.7%
Unemployment	76,655	-3.9%	-12.0%

Miami-Dade County Labor Market Report, Issue #25, 2015

Miami-Dade County Unemployment Rate		
August 2015	July 2015	August 2014
5.9%	6.1%	6.6%

Miami-Dade County Labor Market Report, Issue #25, 2015

Figure 6 – Language Proficiency

Description	Miami-Dade County		Florida		United States	
	Number	Percent	Number	Percent	Number	Percent
Population 5 years and over	2,462,579	100.0%	18,478,811	100.0%	296,358,760	100.0%
Speak only English	699,115	28.4%	13,411,845	72.6%	234,610,020	79.2%
Speak a language other than English	1,763,464	71.6%	5,066,966	27.4%	61,748,740	20.8%
Speaks English less than "very well"	852,454	34.6%	2,124,218	11.5%	25,125,132	8.5%
Spanish or Spanish Creole	1,560,940	63.4%	3,764,501	20.4%	38,417,235	13.0%
Speaks English less than "very well"	771,435	31.3%	1,645,913	8.9%	16,201,382	5.5%
French Creole	109,810	4.5%	367,173	2.0%	783,017	0.3%
Speaks English less than "very well"	52,016	2.1%	169,179	0.9%	328,543	0.1%
Other Indo-European languages*	58,216	2.4%	557,601	3.0%	9,902,901	3.3%
Speaks English less than "very well"	16,625	0.7%	156,116	0.8%	3,070,182	1.0%
Asian and Pacific Island languages[t]	19,722	0.8%	280,117	1.5%	9,819,037	3.3%
Speaks English less than "very well"	9,477	0.4%	124,129	0.7%	4,656,352	1.6%
Other languages[y]	14,776	0.6%	97,574	0.5%	2,826,550	1.0%
Speaks English less than "very well"	2,901	0.1%	28,881	0.2%	868,673	0.3%

Source: 2013 American Community Survey 1-Year Estimates, B16001: Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over

Figure 7 – Percent Population with Disability

Category	Description	Miami-Dade County		Florida		United States	
		Number with Disability	Percent	Number with Disability	Percent	Number with Disability	Percent
All	Total civilian noninstitutionalized population	2,588,206	100.0%	19,245,127	100.0%	311,158,104	100.0%
	Total civilian noninstitutionalized population with a disability	263,320	10.2%	2,583,910	13.4%	39,137,986	12.6%
Disability by Age							
Under 5	Total	154,597	6.0%	1,074,049	5.6%	19,768,668	6.4%
	Total with a disability	1,176	0.8%	9,560	0.9%	160,686	0.8%
	With a hearing difficulty	804	0.5%	6,786	0.6%	105,854	0.5%
	With a vision difficulty	572	0.4%	5,337	0.5%	96,403	0.5%
5 to 17	Total	390,377	15.1%	2,945,786	15.3%	53,677,394	17.3%
	Total with a disability	17,097	4.4%	157,950	5.4%	2,879,661	5.4%
	With a hearing difficulty	2,078	0.5%	13,996	0.5%	334,241	0.6%
	With a vision difficulty	3,800	1.0%	26,422	0.9%	460,833	0.9%
	With a cognitive difficulty	13,021	3.3%	124,870	4.2%	2,180,466	4.1%
	With an ambulatory difficulty	2,759	0.7%	19,126	0.6%	338,682	0.6%
	With a self-care difficulty	3,568	0.9%	27,184	0.9%	483,196	0.9%
18 to 64	Total	1,660,100	64.1%	11,646,895	60.5%	194,358,411	62.5%
	Total with a disability	115,290	6.9%	1,196,475	10.3%	20,321,851	10.5%
	With a hearing difficulty	17,263	1.0%	210,779	1.8%	4,085,272	2.1%
	With a vision diffi-	24,993	1.5%	232,994	2.0%	3,786,958	1.9%

Category	Description	Miami-Dade County		Florida		United States	
		Number with Disa-bility	Percent	Number with Disa-bility	Percent	Number with Disability	Percent
	culty						
	With a cognitive difficulty	51,254	3.1%	482,496	4.1%	8,463,243	4.4%
	With an ambulato-ry difficulty	56,688	3.4%	626,300	5.4%	10,201,016	5.2%
	With a self-care difficulty	20,339	1.2%	219,003	1.9%	3,618,899	1.9%
	With an independ-ent living difficulty	39,464	2.4%	424,147	3.6%	7,079,195	3.6%
65 and over	Total	383,132	14.8%	3,578,397	18.6%	43,353,631	13.9%
	Total with a disabil-ity	129,757	33.9%	1,219,925	34.1%	15,775,788	36.4%
	With a hearing dif-ficulty	35,920	9.4%	491,831	13.7%	6,572,050	15.2%
	With a vision diffi-culty	26,106	6.8%	230,244	6.4%	2,966,615	6.8%
	With a cognitive difficulty	46,136	12%	317,136	8.9%	3,993,337	9.2%
	With an ambulato-ry difficulty	90,491	23.6%	776,857	21.7%	10,090,255	23.3%
	With a self-care difficulty	38,839	10.1%	266,589	7.4%	3,688,100	8.5%
	With an independ-ent living difficulty	61,727	16.1%	487,743	13.6%	6,692,064	15.4%
Disability by Sex							
Male	Total	1,250,105	48.3%	9,333,945	48.5%	152,044,681	48.9%
	With a disability	117,023	9.4%	1,250,341	13.4%	18,912,986	12.4%
Female	Total	1,338,101	51.7%	9,911,182	51.5%	159,113,423	51.1%
	With a disability	146,297	10.9%	1,333,569	13.5%	20,225,000	12.7%

Source: 2013 American Community Survey 1-Year Estimates, S1810 Disability Characteristics

Figure 8 – Average Assessed Values by Municipality

2015 Average Assessed Residential Value By Municipality		
Municipality	**Count**	**Average Assessed Value**
City of Miami	90,986	238,921
City of Miami Beach	46,486	439,272
City of Coral Gables	16,450	603,248
City of Hialeah	49,238	102,424
City of Miami Springs	3,786	193,013
City of North Miami	14,328	115,743
City of North Miami Beach	11,981	110,508
City Of Opa-Locka	2,622	56,359
City of South Miami	3,638	247,647
City of Homestead	17,068	89,248
Miami Shores Village	3,680	251,810
Bal Harbour Village	3,298	1,052,194
Town of Bay Harbor Islands	2,360	256,869
Town of Surfside	3,244	375,451
City of West Miami	1,509	159,831
City of Florida City	1,826	52,403
Village of Biscayne Park	854	189,345
Village of El Portal	695	163,175
Town of Golden Beach	342	2,203,199
Village of Pinecrest	5,922	616,020
Village of Indian Creek	30	12,765,813
Town of Medley	85	67,026
North Bay Village	3,814	186,380
Village of Key Biscayne	6,825	1,057,098
City of Sweetwater	2,800	101,377
Village of Virginia Gardens	566	136,716
City of Hialeah Gardens	5,642	109,381
City of Aventura	23,904	309,335
Municipal Service Area	313,143	147,264
City of Sunny Isles Beach	15,826	487,419
Town of Miami Lakes	8,924	210,266
Village of Palmetto Bay	7,984	296,505
City of Miami Gardens	28,436	86,308
City of Doral	17,751	242,817
Town of Cutler Bay	14,299	142,598
Miami-Dade Countywide	**730,711**	**216,726**

Source: Miami-Dade County Property Appraiser 2015 Preliminary Average Residential Values

Figure 9 – Map of Populated Coastline

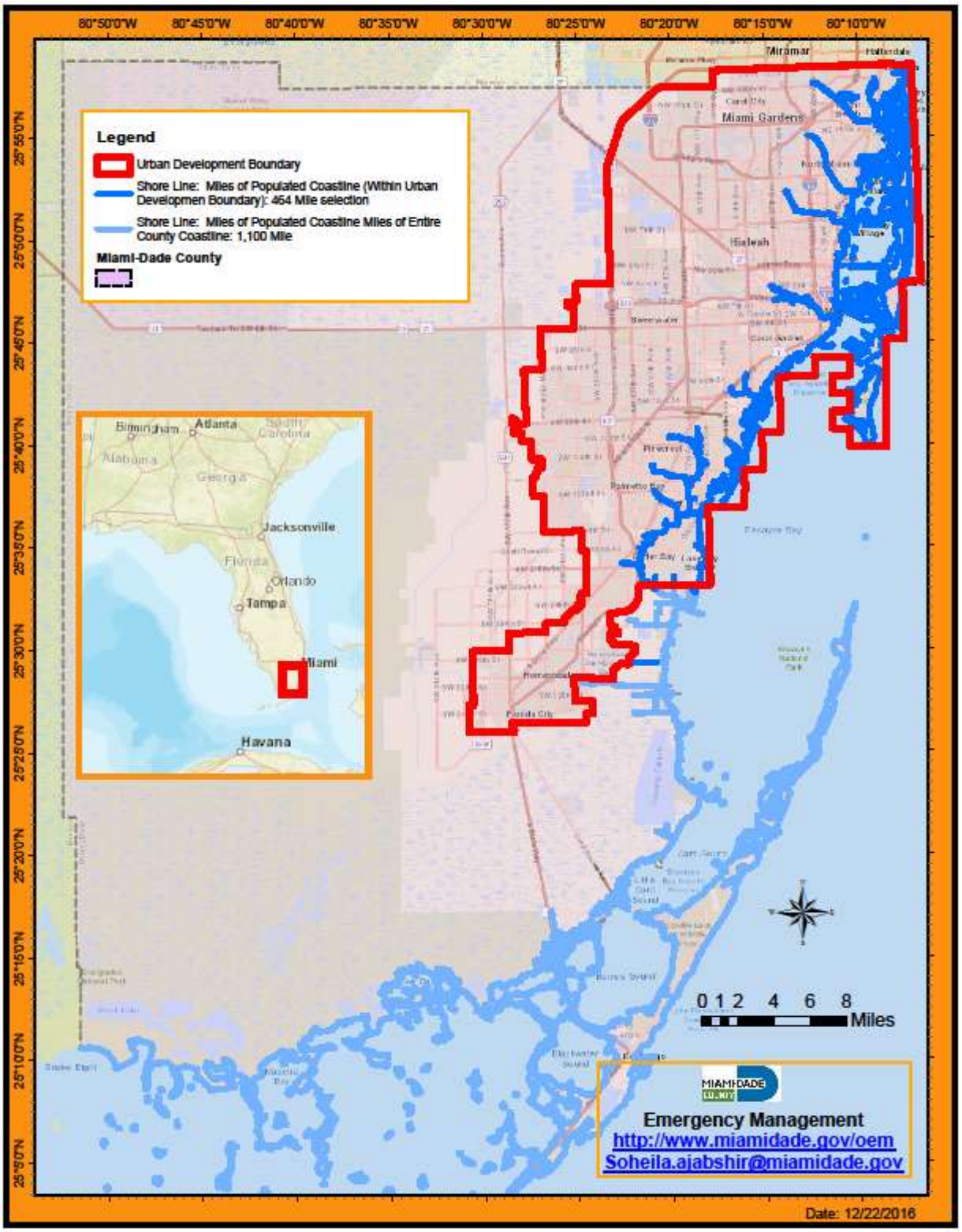


Figure 10 – Classification of Events

	INCIDENT	MINOR DISASTER	MAJOR DISASTER	CATASTROPHIC DISASTER
	A condition of significant peril to the safety of persons or property that typically comprises the following attributes:	A condition of extreme peril to the safety of persons or property that typically comprises the following attributes:	An exceptional threat to persons or property that typically comprises of the following attributes:	An extraordinary threat to persons or property that typically comprises of the following attributes:
EVENT	• Usually an isolated event with an ordinary threat to life and property; • Usually involving a limited or small population; • Usually unpredictable • Usually demands immediate action to protect life, preserve public health or essential services or protect property; • Has a defined geographical area.	• Usually an isolated event with an significant threat to life and property; • Usually involving a limited population; • Usually unpredictable; • Usually demands immediate action to protect life, preserve public health or essential services or protect property; • Has a defined geographical area.	• Single or multiple event (can have other separate incidents associated with it); • Exceptional threat to life and property; • Generally widespread population and geographic area is affected.	• Single or multiple event (can have many other separate incidents associated with it); • Because of the severity of the event, some or all, local resources are unavailable or overwhelmed; • The fulfillment of the community's essential functions are prevented; • Extraordinary threat to life and property; • Widespread population and geographic area is affected.
RESPONSE	• Usually only one to a few local agencies involved; • Typically does not exceed the capabilities of the agency(ies) involved; • Mutual aid is typically not applied; • A local emergency is not declared; • The EOC may be activated to a	• Usually only a few local agencies involved; • Typically does not exceed the capabilities of the agencies involved; • Mutual aid may or may not be applied; • A local emergency is not declared; • The EOC may be activated to a Level II; • Primary command	• Resource demand may be beyond local capabilities of the responding organizations or jurisdiction – significant mutual aid and support may be needed; • Many agencies and jurisdictions are involved – multiple layers of government; • The EOC is activated to at least a Level I to provide	• Resource demand greatly exceeds the local capabilities of the responding organizations or jurisdiction – extensive mutual aid and support are needed; • Many agencies and jurisdictions are involved – multiple layers of government; • The EOC is activated to a Level I to provide centralized overall command and coordination of jurisdic-

	INCIDENT	MINOR DISASTER	MAJOR DISASTER	CATASTROPHIC DISASTER
RESPONSE (continued)	Level II; • Primary command decisions are made at the scene incident command post(s); • Strategy, tactics, and resource assignments are determined on the scene; • Usually a fairly short duration measured in hours.	decisions are made at the scene incident command post(s) or EOC; • Strategy, tactics, and resource assignments are determined on the scene; • Usually a fairly short duration measured in hours to days.	centralized overall command and coordination of jurisdictional assets, department, and incident support functions, and initial recovery coordination; • Will last a substantial period of time (days to weeks) and local government will proclaim a "local disaster."	tional assets, department, and incident support functions, and initial recovery coordination; • Will last a substantial period of time (weeks to months) and governmental agencies will make disaster declarations.
RECOVERY	• Limited to short-term recovery efforts (i.e., restoration of vital services and facilities); • Usually one to a few local agencies involved.	• Limited to short-term recovery efforts (i.e., restoration of vital services and facilities); • Usually only a few local agencies involved.	• Involves both short-term and long-term recovery efforts; • Generally all local agencies involved; • May require assistance from state agencies; • May require assistance from federal agencies.	• Involves both short-term and long-term recovery efforts; • All local agencies involved; • Requires assistance from state agencies; • Requires assistance from federal agencies, including immediate military involvement.

(Updated 2011)

Figure 11 – Miami-Dade EOC Activation Levels

Level	Personnel	EOC activation	Notifications	Sample Events
Level III: **Monitoring & assessment**	• OEM Duty Officer; • Director of Emergency Management; • OEM Division Director; • Appropriate coordinators.	Yes, but only for OEM staff. OEM functions at near normal operations; may hold periodic planning meetings.	• OEM Management Staff • State Warning Point • Key ESF agencies	• Limited hazardous materials event; • Multiple alarm fire; • "Unusual Event" at Turkey Point Nuclear Power Plant.
Level II: **Partial**	ICS Positions: • Incident Commander; • Operations Chief; • Logistics Chief; • Planning Chief; • Admin/Finance Chief; • Branch Directors • Key ESF agencies.	Yes – ICS • GIS; • Mission Tracking & Message Control Center; • The 311;* • PIO;* • Radio (RACES) communications;* • Media Center;* • EOC Security.*	• County Mayor; • Chief of Staff; • Municipal Branch Representative; • Miami-Dade departments; • State Warning Point; • Key agencies.	• Threatening tropical storm or hurricane; • Area flooding; • Major urban aviation incident; • Wildfires; • Minor disasters‡; • "Alert" or greater at Turkey Point Nuclear Power Plant.
Level I: **Full-scale**	• ICS Positions; • Municipal Branch Representatives; • ESF Reps.; • State Liaison; • Policy Group. • Federal Liaisons; • Military Support.	Yes - 24 Hours • GIS; • Mission Tracking & Message Control Center; • The 311; • PIO; • Radio (RACES) communications; • Media Center; • EOC Security.	• Adjacent county EOCs; • State EOC; • FEMA; • Other appropriate agencies.	• Hurricane;** • Major Turkey Point Nuclear Power Plant incident; • Major hazardous materials incident;** • Major disasters‡; • "Site Area Emergency" or "General Emergency" at Turkey Point Nuclear Power Plant; • Any event with a federal declaration of emergency or disaster; • Catastrophic disasters‡.

** These positions may be activated at Level 2 but are not mandatory at a Level 2.*
** * Generally any event which requires evacuation and sheltering of a **significant** portion of Miami-Dade County will require a Level 1 activation. Cold-weather sheltering or isolated area (high-rise fire) evacuation will **probably** not prompt a Level 1 activation.*
‡ Refer to "Classification of Events" in the Concept of Operations Section.

(Updated 2012)

Figure 12 – Institutionalized Populations

Description	Miami-Dade County		Florida		United States	
	Number	Percent	Number	Percent	Number	Percent
Total Group Quarters Population	40,057	100.0%	421,709	100.0%	7,987,323	100.0%
Institutionalized Population	20,640	51.5%	254,506	60.4%	3,993,659	50.0%
Correctional facilities for adults	12,127	30.3%	167,453	39.7%	2,263,602	28.3%
Juvenile facilities	504	1.3%	10,061	2.4%	151,315	1.9%
Nursing facilities/Skilled-nursing facilities	6,899	17.2%	73,372	17.4%	1,502,264	18.8%
Other institutional facilities	1,110	2.8%	3,620	0.9%	76,478	1.0%

Source: 2010 Census Summary File 1, P43 Group Quarters Populations by Sex by Age Group Quarters Type

Figure 13 – Transient Population

Homeless Population					
United States		Florida		Miami-Dade County	
Number	Homeless Persons Per 10,000	Number	Homeless Persons Per 10,000	Number	Homeless Persons Per 10,000
564,708	17.7	35,964	17.7	4,152	15.4

Source: Miami-Dade Homeless Trust; DCF 2015 Annual Report, Council on Homelessness

Overnight Visitors to Greater Miami and The Beaches – Domestic and International Origins (In Millions)						
	2011	2012	2013	2014	2015	% Change 2015 v. 2014
Domestic Visitors	6,948.5	7,074.9	7,087.2	7,303.2	7,990.2	+9.4%
International Visitors	6,495.7	6,833.7	7,131.7	7,260.0	7,506.1	+3.4
Total Overnight Visitors	13,444.2	13,908.6	14,218.9	14,563.2	15,496.3	+6.4%

Source: Greater Miami and the Beaches 2015 Visitor Industry Overview

Figure 14 – Miami-Dade EOC Organizational Chart

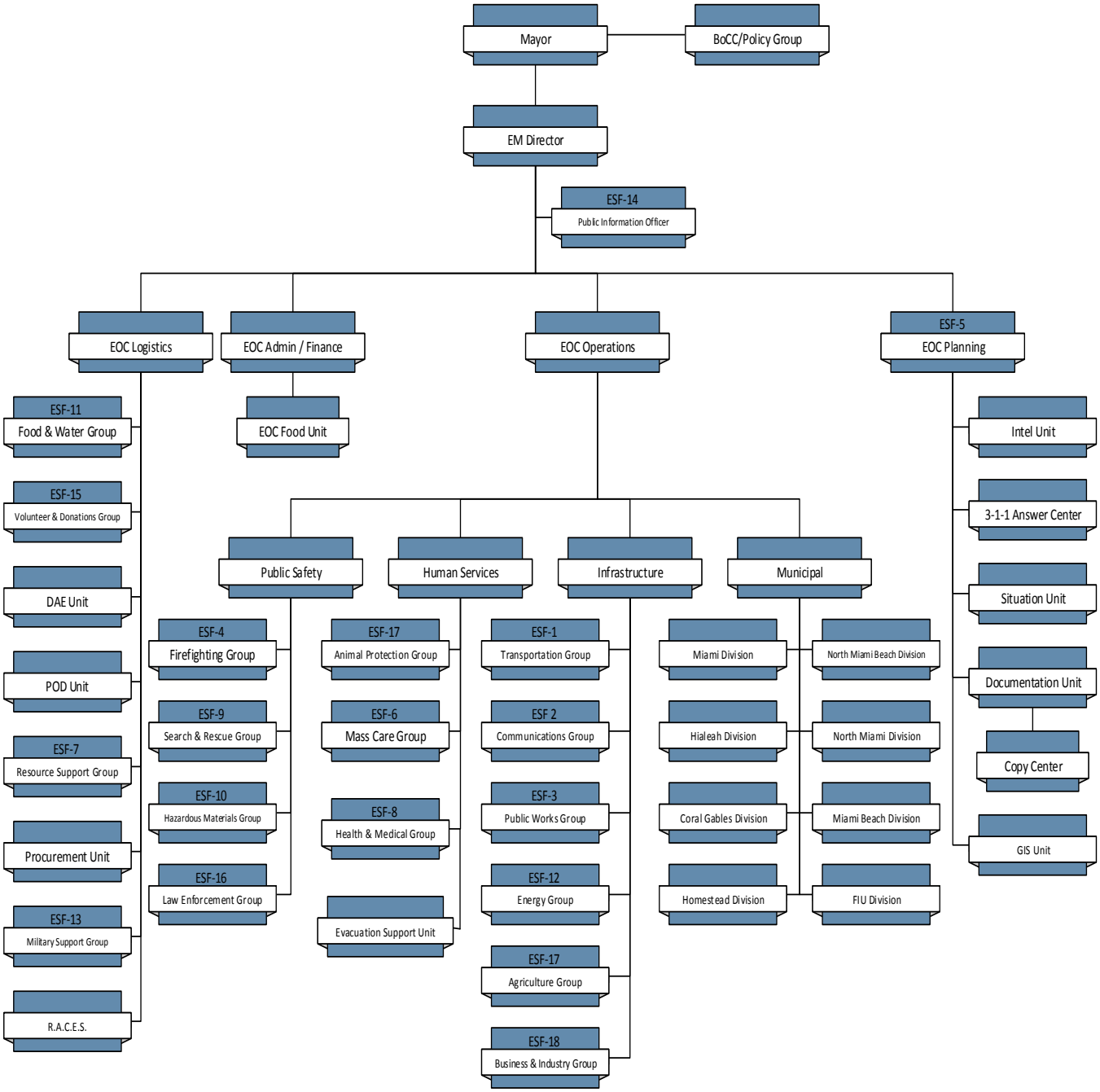


Figure 15 – Population by Storm Surge Planning Zones

	Risk Area	Cumulative	Mobile Homes Tourists
A	68,317		103,238
B	354,068	422,385	
C	302,039	724,424	
D	631,399	1,355,823	
E	495,629	1,851,452	
Total	1,851,452		1,954,690

Source: 2010 U.S. Census

Figure 16 – Miami-Dade County Canal Systems

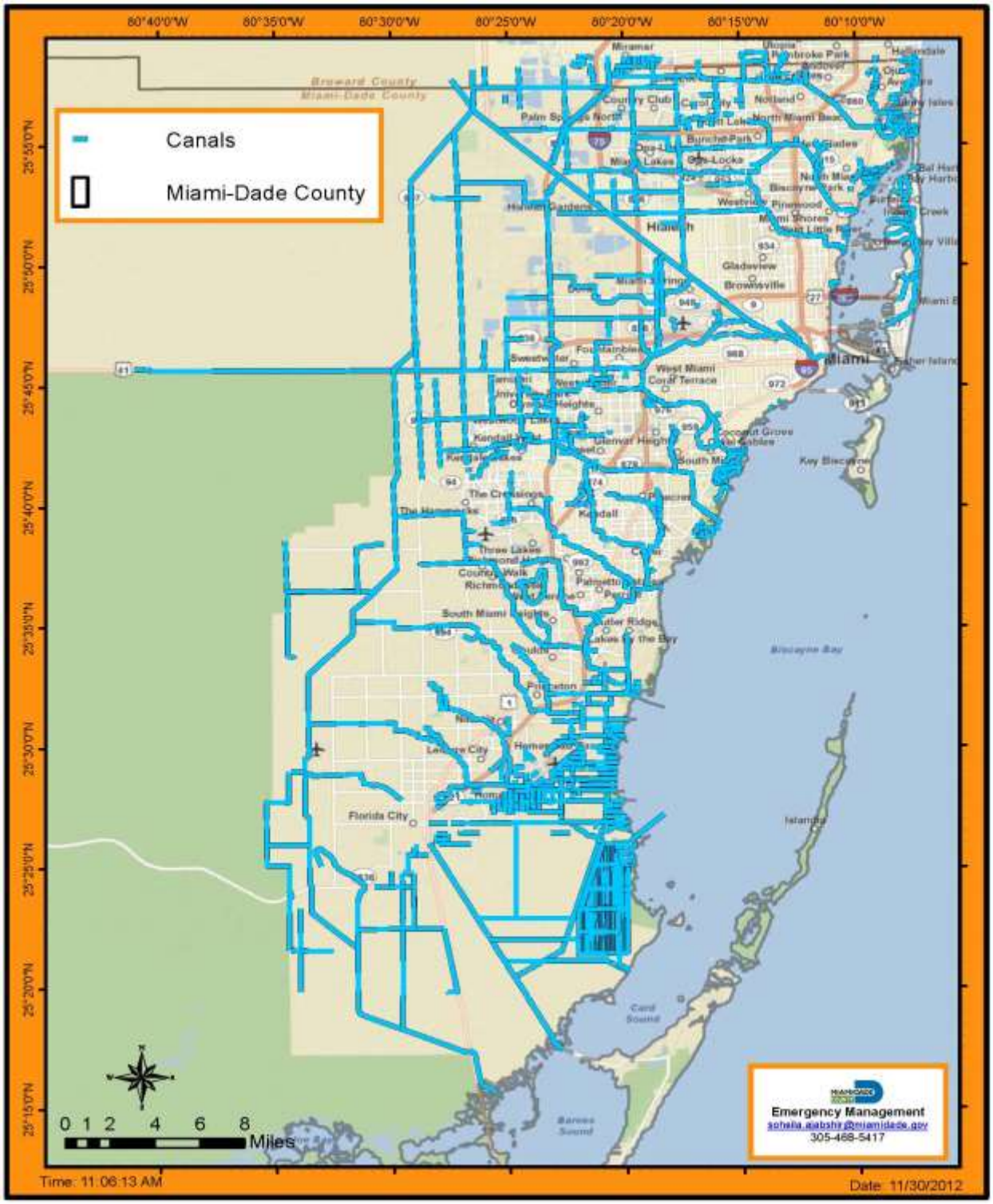
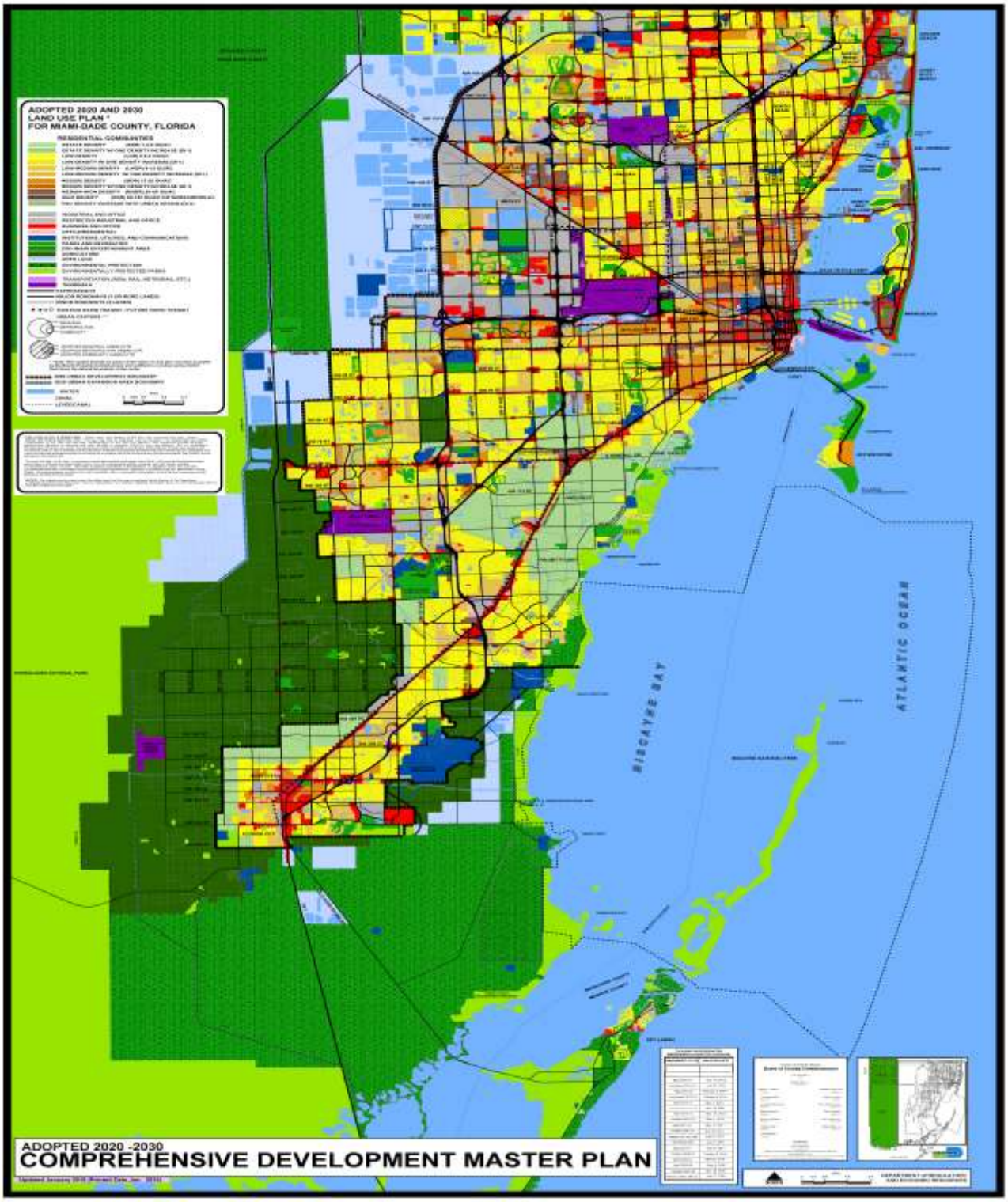


Figure 17 – Miami-Dade County Land Use Maps



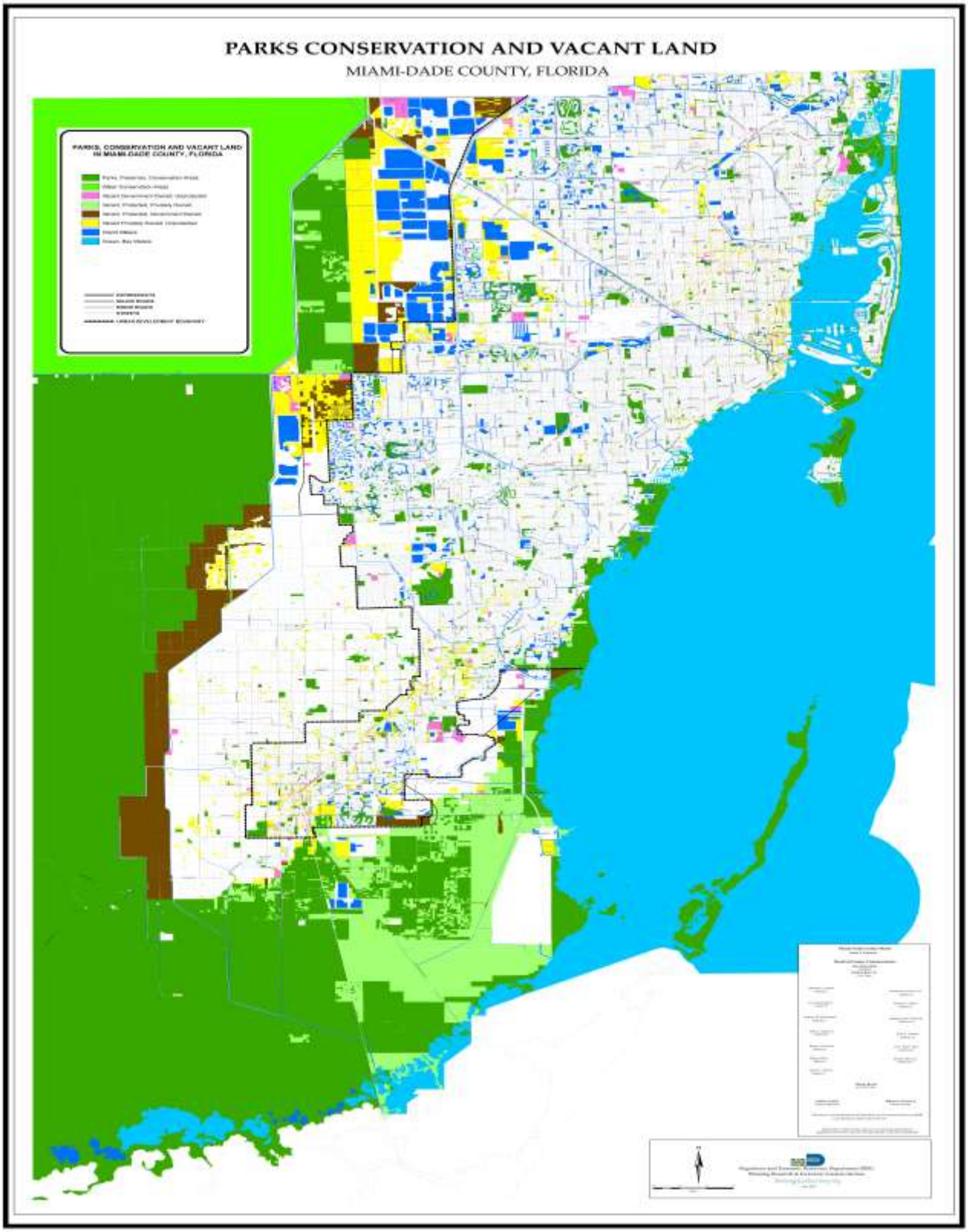

PARKS CONSERVATION AND VACANT LAND
MIAMI-DADE COUNTY, FLORIDA
PARKS, CONSERVATION AND VACANT LAND IN MIAMI-DADE COUNTY, FLORIDA

Figure 18 – Population Changes in the Turkey Point Emergency Planning Zone

EPZ Permanent Resident Population

Area	2010 Population	2015 Population
1	0	0
2	0	0
3	0	0
4	7,506	8,192
5	44,816	50,674
6	43,313	47,164
7	20,153	21,937
8	89,322	98,631
9	116	126
10	1,103	1,186
TOTAL	206,329	227,910
EPZ Population Growth:		10.46%

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

Permanent Resident Population and Vehicles by Area

Area	Residents	Resident Vehicles
1	0	0
2	0	0
3	0	0
4	8,192	3,588
5	50,674	22,171
6	47,164	20,652
7	21,937	9,601
8	98,631	43,175
9	126	55
10	1,186	520
TOTAL	227,910	99,762

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

Figure 19 – Description of Evacuation Regions (Turkey Point)

Region	Description	Area										EAS Message
		1	2	3	4	5	6	7	8	9	10	
R01	2-Mile Ring	x	x									E14/E18/E19/E21/E22/E23
R02	5-Mile Ring	x	x	x	x							E16
R03	Full EPZ	x	x	x	x	x	x	x	x	x	x	N/A
Evacuate 5-Mile Radius and Downwind to EPZ Boundary												
Region	Wind Direction Towards:	Area										
		1	2	3	4	5	6	7	8	9	10	EAS Message
R04	N	x	x	x	x	x	x	x				N/A
R05	NNE	x	x	x	x	x	x					N/A
N/A	NE, ENE, E, ESE, SE, SSE, S	Refer to Region R02										E16
R06	SSW	x	x	x	x					x		N/A
R07	SW, WSW	x	x	x	x				x	x		E10
R08	W	x	x	x	x			x	x	x		N/A
R09	WNW, NW	x	x	x	x		x	x	x			E12
R10	NNW	x	x	x	x	x	x	x	x			N/A
Site Specific Region												
Region	Wind Direction Towards:	Area										
		1	2	3	4	5	6	7	8	9	10	EAS Message
R11	Site Specific Region	x	x	x	x		x	x	x	x		N/A
Staged Evacuation - 5-Mile Radius Evacuates, then Evacuate Downwind to EPZ Boundary												
Region	Wind Direction Towards:	Area										
		1	2	3	4	5	6	7	8	9	10	EAS Message
R12	Full EPZ	x	x	x	x	x	x	x	x	x	x	N/A
R13	N	x	x	x	x	x	x	x				N/A
R14	NNE	x	x	x	x	x	x					N/A
N/A	NE, ENE, E, ESE, SE, SSE, S	Refer to Region R02										N/A
R15	SSW	x	x	x	x					x		N/A
R16	SW, WSW	x	x	x	x				x	x		N/A
R17	W	x	x	x	x			x	x	x		N/A
R18	WNW, NW	x	x	x	x		x	x	x			N/A
R19	NNW	x	x	x	x	x	x	x	x			N/A
R20	Site Specific Region	x	x	x	x		x	x	x	x		N/A

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

Figure 20 – Evacuation Clearance Times of 100% of the Affected Populations (Turkey Point)

	Summer		Summer		Summer	Winter		Winter		Winter	Winter	Summer
	Midweek		Weekend		Midweek Weekend	Midweek		Weekend		Midweek Weekend	Weekend	Midweek
Scenario:	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Region	Midday		Midday		Evening	Midday		Midday		Evening	Midday	Midday
	Good Weather	Rain	Good Weather	Rain	Good Weather	Good Weather	Rain	Good Weather	Rain	Good Weather	Special Event	Roadway Impact
Entire 2-Mile Region, 5-Mile Region, and EPZ												
R01	2:10	2:10	2:00	2:05	2:00	2:10	2:10	2:00	2:05	2:00	2:00	2:10
R02	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05
R03	10:05	11:20	9:35	10:50	9:15	10:30	11:30	9:50	11:10	9:00	12:15	11:20
5-Mile Radius and Downwind to EPZ Boundary												
R04	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R05	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R06	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R07	8:35	8:55	8:10	8:30	8:10	8:15	9:35	8:10	8:50	8:10	10:55	9:10
R08	8:55	9:40	8:25	9:10	8:20	9:05	10:00	8:30	9:15	8:20	11:20	9:45
R09	9:35	11:05	8:35	9:55	8:30	9:20	11:20	9:00	9:40	8:35	11:55	10:40
R10	10:05	11:20	9:35	10:45	8:55	10:00	11:25	9:30	11:05	9:00	12:15	11:15
Site Specific Regions												
R11	9:20	11:00	8:55	10:00	8:30	9:25	10:40	9:05	9:40	8:25	12:00	10:45
Staged Evacuation - 5-Mile Radius Evacuates, then Evacuate Downwind to EPZ Boundary												
R12	10:25	11:50	10:05	11:15	9:55	10:55	11:30	10:00	11:10	9:45		11:40
R13	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10		8:10
R14	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10		8:10
R15	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10		8:10
R16	8:45	9:25	8:35	9:15	8:35	8:40	9:35	8:55	9:20	8:35	N/A	9:20
R17	9:35	9:50	9:05	9:40	8:55	9:20	10:20	9:00	9:45	8:55		9:55
R18	10:20	11:05	9:40	10:35	9:40	9:45	11:20	9:50	10:20	9:20		11:15
R19	10:25	11:30	10:00	11:20	10:00	10:30	11:35	10:15	11:10	9:50		11:20
R20	9:55	11:00	9:50	10:50	9:45	10:00	11:25	9:50	10:15	9:30		10:45
Additional Miami-Dade County Requested Regions												
R21	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R22	8:15	8:45	8:10	8:45	8:10	8:10	9:00	8:10	8:15	8:10	10:30	9:05
R23	8:50	9:50	8:25	9:15	8:20	9:05	10:15	8:40	9:30	8:10	11:05	10:00
R24	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R25	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R26	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R27	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

Figure 21 – Storm Surge Planning Zones

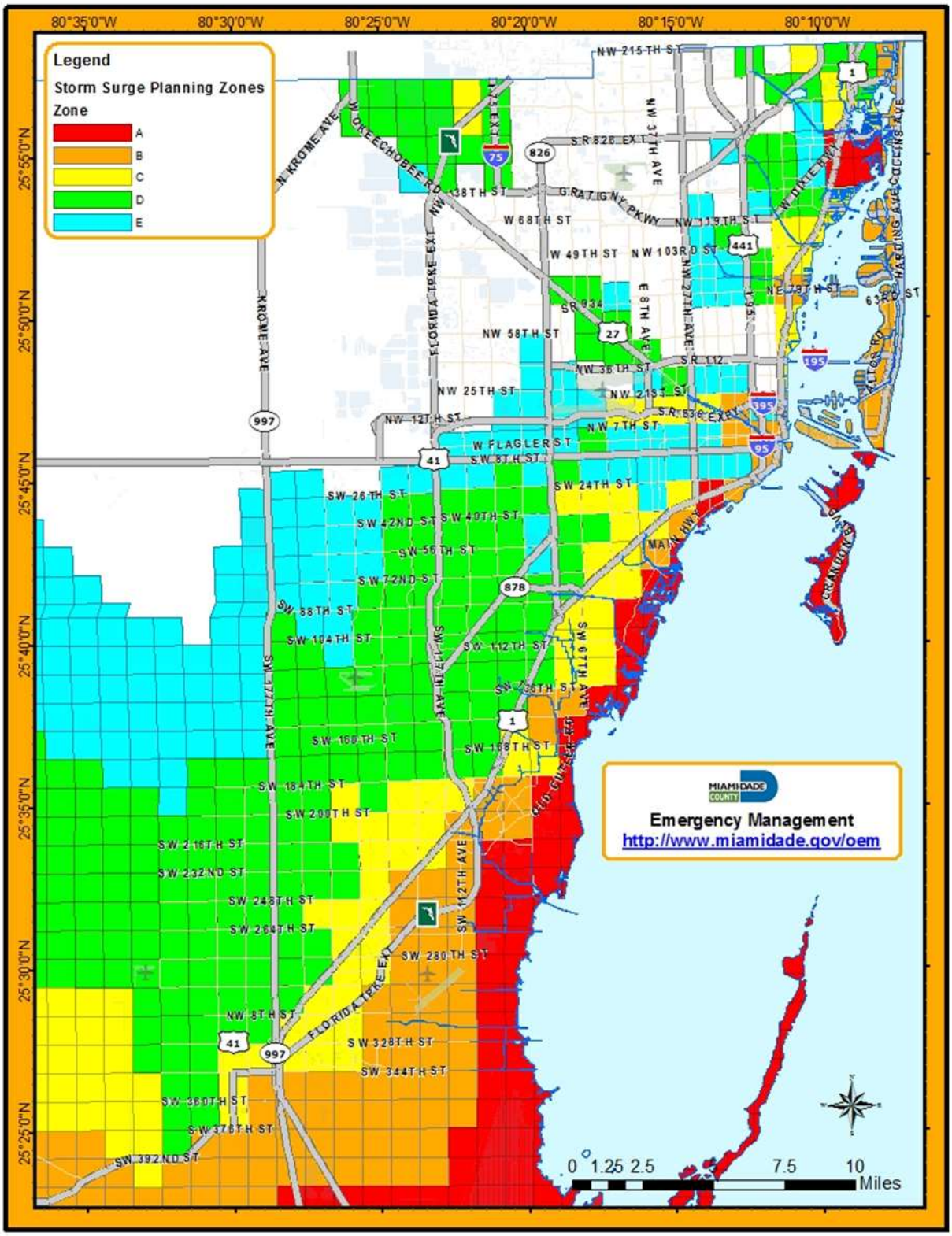


Figure 22 – Miami-Dade Mobile Home Parks

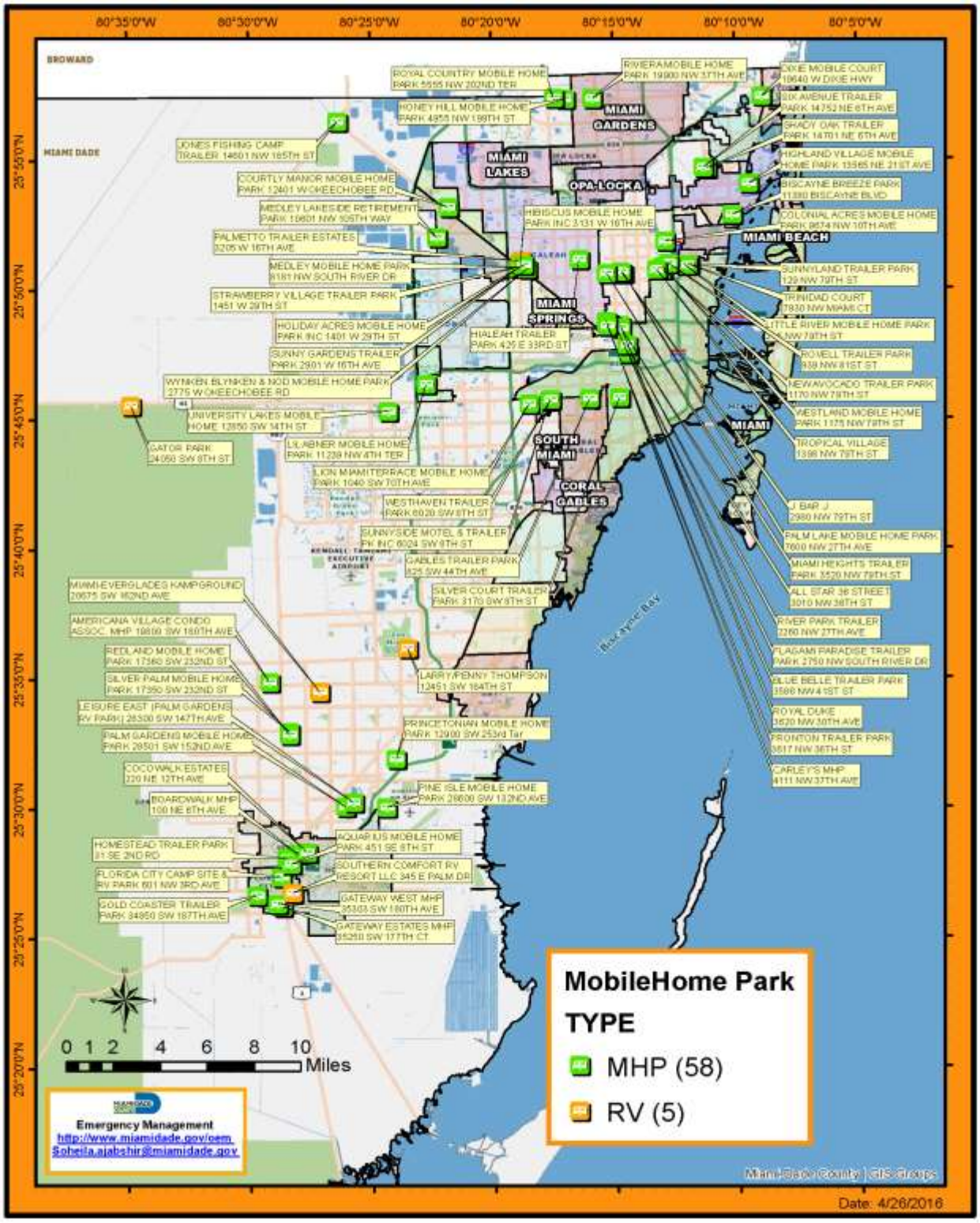
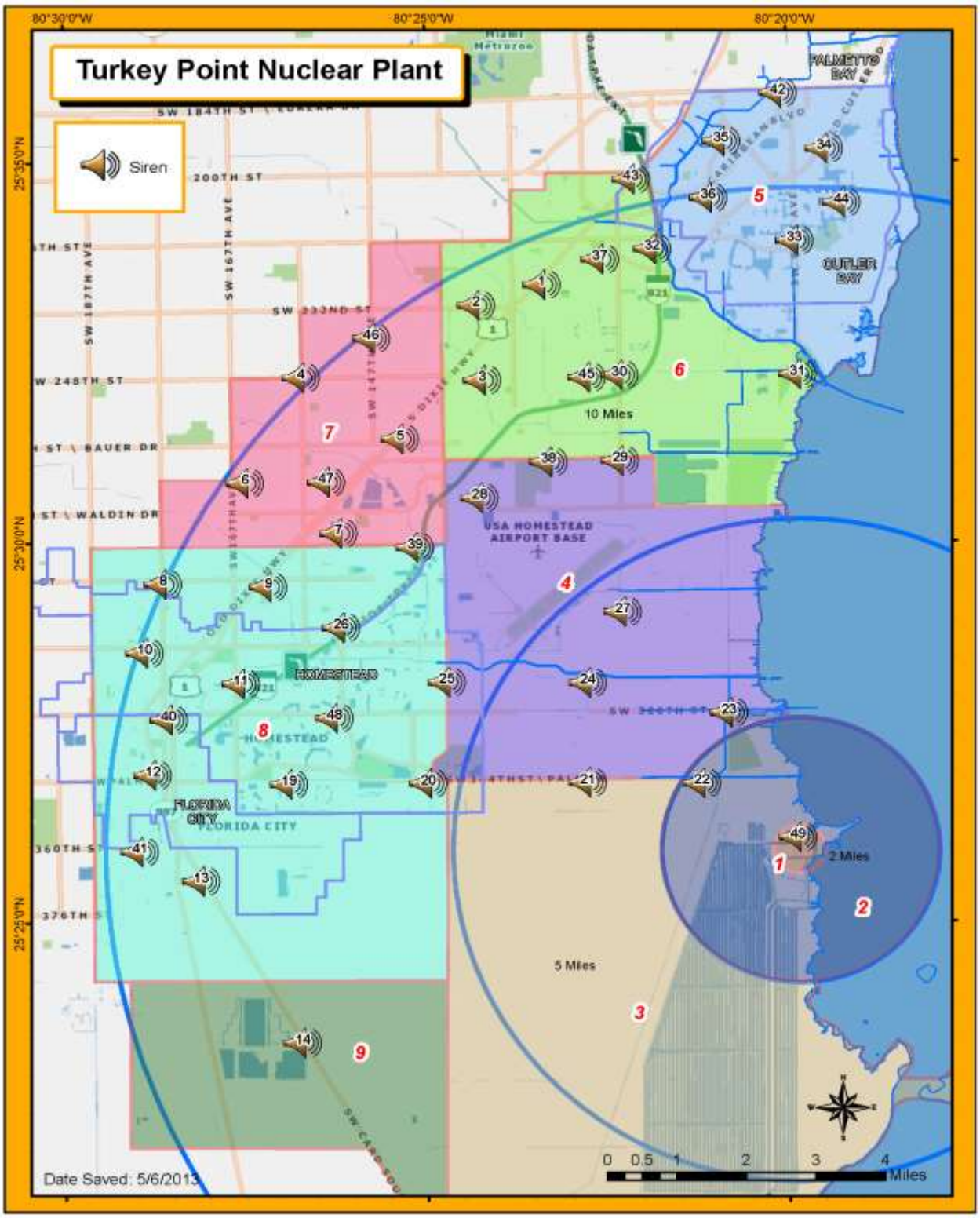


Figure 23 – Miami-Dade Marinas

OBJECTID*	NAME	ADDRESS	CITY
1	ADVENTURE YACHT AND SAILING	2476-2490 SOUTH BAYSHORE DRIVE	MIAMI
2	ALEXANDER HOTEL	5225 COLLINS AVE	MIAMI BCH
3	ALLIED MARINE	2051 NW 11TH STREET ON MIAMI RIVER	MIAMI
4	AVENTURA MARINA	NE 34TH COURT & COUNTY CLUB	AVENTURA
5	BAL HARBOR MARINA	200 BAL BAY DR.	BAL HARBOR
6	BAYWAN BAY APARTMENTS	630 NE 64TH STREET A105	MIAMI
7	BAYSHORE LANE CONDO	1600 S. BAYSHORE LANE	MIAMI
8	BAYSHORE YACHT & TENNIS CLUB	7904 WEST DR.	N. BAY VILLAGE
9	BISCAYNE BAY MARRIOTT HOTEL & MARIN	1633 N BAYSHORE DR	MIAMI
10	BISCAYNE BAY YACHT CLUB	2540 SOUTH BAYSHORE DRIVE	MIAMI
11	BLACK POINT MARINA	24775 SW 97 AVE	MIAMI
12	BOOK OHTA MARINA - BISCAYNEN. P.	PO BOX 1369	HOMESTEAD
13	BROKELL RACE MARINA	1865 BROKELL AVE	MIAMI
14	CAPTAIN NEMO'S WATERWORLD & MA	4833 COLLINS AVE	MIAMI BEACH
15	CARRIAGE CLUB	5005 COLLINS AVENUE	MIAMI BEACH
16	CASTAWAY'S MARINA & FISHING FLEET	16320 COLLINS AVENUE ON INTRACOASTAL WATERWAY	N MIAMI BEACH
17	CAUSEWAY SEVENTY-NINE MARINA	724 NE 79TH ST	MIAMI
18	CORAL REEF YACHT CLUB	2484 S. BAYSHORE DR	MIAMI
19	CRANDON PARK MARINA	4000 CRANDON BLVD	KEY BISCAYNE
20	DINNER KEY MARINA	3400 PAN AMERICAN DR	MIAMI
21	WYNDHAM MIAMI BEACH	4833 COLLINS AVE	MIAMI
22	DUPONT PLAZA MARINA	300 BISCAYNE BLVD WAY SE 3RD ST AND US 1 ON IC W	MIAMI
23	EDENROCK YACHT & CHARTER	4520 COLLINS AVE	MIAMI BCH
24	ELLIOTT KEY HARBOR		KEY LARGO
25	FISHER ISLAND MARINA	1 FISHER ISLAND DR.	MIAMI
26	FISHER ISLAND CLUB AND MARINA		MIAMI
27	NORTH BAY LANDING MARINA	1900 79TH STREET CAUSEWAY ON BISCAYNE BAY	MIAMI BEACH
28	FORT APACHE MARINA	3025 NE 188TH ST	MIAMI
29	FOUR AMBASSADORS MARINA INC	801 S. BAYSHORE DR	MIAMI
30	FRED'S PLACE	46700 CARD SOUND RD.	HOMESTEAD
31	GABLES WATERWAY EXECUTIVE	1390 SOUTH DIXIE HIGHWAY	CORAL GABLES
32	GROVE ISLE MARINA	4 GROVE ISLE DRIVE	COCONUT GROVE
33	GROVE KEY MARINA	3385 PAN AMERICAN DR	MIAMI
34	HARDIES YACHT BASIN	2100 NW NORTH RIVER DRIVE	MIAMI
35	HALLOVER MARINA	10800 COLLINS	MIAMI
36	HALLOVER MARINE CENTER	15000 COLLINS AVENUE	MIAMI BEACH
37	HUFT MARINA INC	2390 NE 187TH ST	MIAMI
38	HILTON FONTAINEBLEAU HOTEL & MARINA	4441 COLLINS AVE	MIAMI
39	HOMESTEAD BAYFRONT PARK	9698 NORTH CANAL DR.	HOMESTEAD
40	IMPERIAL HOUSE	5255 COLLINS AVE	MIAMI BCH
41	INDIAN BEACH PARK	46TH STREET AND COLLINS AVENUE ON ATLANTIC OCEAN	MIAMI BEACH
42	INDIAN CREEK COUNTRY CLUB	INDIAN CREEK ISLAND	INDIAN CREEK
43	INTERNATIONAL YACHT HARBOR		MIAMI
44	KEY STONE POINT MARINA	1950 NE 135TH STREET	N. MIAMI
45	KING COLE CONDOMINUM	900 BAY DRIVE	MIAMI BCH
46	MANHATTAN TOWER	6770 INDIAN CREEK DR.	MIAMI BCH
47	MATHESON HAMMOCK MARINA	9610 OLD CUTER ROAD	CORAL GABLES
48	MAULE LAKE MARINA	17201 BISCAYNE BLVD.	NORTH MIAMI BEA
49	MIAMARINA AT BAYSIDE	401 BISCAYNE BLVD	MIAMI
50	MIAMI BEACH MARINA	300 ALTON RD	MIAMI BEACH
51	MIAMI OUTBOARD CLUB	1099 MACARTHUR CAUSEWAY	MIAMI
52	MONTY'S MARINA	2560 S. BAYSHORE DR	MIAMI
53	NEW WAVE MARINA	13255 BISCAYNE BLVD.	MIAMI
54	NINE ISLAND AVENUE CONDO	9 ISLAND AVE	N. MIAMI BCH
55	NUTA'S BOAT YARD	1384 NW NORTH RIVER	MIAMI
56	PALM BAY MARINA	780 NE 69TH STREET	MIAMI
57	PELICAN HARBOR MARINA	1275 NE 79 STREET	MIAMI
58	PIRATES SPA MARINA	8701 SW 248 STREET	HOMESTEAD
59	POLANDY YACHT BASIN	2190 NW NORTH RIVER DRIVE	MIAMI
60	RAQUET CLUB MARINA	7500 EAST DR.	NORTH BAY VILL
61	ROKENBACKER MARINA, INC.	3301 ROKENBACKER CAUSEWAY	KEY BISCAYNE
62	SEACOAST TOWERS MARINA	5151 COLLINS AVE	MIAMI
63	BEST WESTERN BEACH PLAZA	4343 COLLINS AVE	MIAMI
64	SNAPPER CREEK MARINA	11190 SNAPPER CREEK ROAD	GOULDS
65	SOUTH CADE MARINA	544 SOUTH DIXIE HIGHWAY	HOMESTEAD
66	SOUTHGATE TOWER	900 WEST AVE	MIAMI BCH
67	SUNNY ISLES MARINA	400 SUNNY ISLES BLVD	NORTH MIAMI BEA
68	SUNSET HARBOUR MARINA	1928 PURDY AVE	MIAMI BEACH
69	THE JOCKEY CLUB MARINA	11111 BISCAYNE BLVD.	MIAMI
70	TOWERS OF QUAYSIDE	1 QUAY BLVD.	MIAMI
71	TURNBERRY ISLE RESORT AND CLUB	19999 W COUNTRY CLUB DRIVE	MIAMI
72	VIRGINIA KEY MARINA	3501 ROKENBACKER CAUSEWAY BEHIND BAYSIDE RESTAU	KEY BISCAYNE
73	WATERWAYS MARINA	3601 NE 207TH ST	MIAMI
74	WATSON ISLAND MARINA	1050 MAC ARTHUR CAUSEWAY ON INTRACOASTAL WATER	MIAMI
75	WILLIAMS ISLAND MARINA	7100 ISLAND BLVD	AVENTURA
76	WINSTON TOWERS YACHT BASIN	250 NE 174TH STREET	NORTH MIAMI BEA

(*Updated 2016)*

Figure 24 – Turkey Point Warning Sirens



(*Updated 2013*)

Figure 25 – 2016 Evacuation Center Master List

Primary Evacuation Centers

Primary	Name of Facility	Address	City	Zip Code	Usable sq ft	Capacity	Capacity
1st Wave						20 sfpp	15 sfpp
	Dr Michael Krop Senior	1410 NE 215th Street	Miami	33179	60,850	3,042.50	4,057
	Miami Central Senior (EHPA*)	1781 NW 95th Street	Miami	33147	34,351	1,717.55	2,290
	Booker T. Washington Senior (EHPA*)	1200 NW 6th Avenue	City of Miami	33136	20,560	1,028.00	1,371
	Robert C. Morgan Senior (EHPA*)	18180 SW 122nd Avenue	Miami	33177	71,906	3,595.30	4,794
				Capacity:	***187,667***	**9,383.35**	**12,511**
2nd Wave						-	
	North Miami Senior (EHPA*)	13110 NE 8th Avenue	North Miami	33161	17,896	894.80	1,193
	Hialeah Gardens Senior (EHPA*)	11700 Hialeah Gardens Blvd.	Hialeah Gardens	33018	58,688	2,934.40	3,913
	Ronald Reagan Senior (EHPA*)	8600 NW 107th Avenue	Doral	33178	58,868	2,943.40	3,925
	Terra Environmental Research Institute (EHPA*)	11005 SW 84 Street	Miami	33173	40,361	2,018.05	2,691
				Capacity:	***175,813***	**8,790.65**	***11,721***
3rd Wave						-	
	North Miami Beach Senior	1247 NE 167th Street	North Miami Beach	33162	63,040	3,152.00	4,203
	Barbara Goleman Senior	14100 NW 89th Avenue	Miami Lakes	33016	27,120	1,356.00	1,803
	Charles Drew Middle School	1801 NW 60th Street	City of Miami	33142	21,000	1,050.00	1,400
	Jorge Mas Canosa Middle (EHPA*)	15735 SW 144th Street	Miami	33196	66,800	3,340.00	4,450
				Capacity:	***209,700***	**10,485.00**	***11,856***
4th Wave						-	
	Miami Carol City Senior (EHPA*)	3301 Miami Gardens Drive	Miami Gardens	33056	77,135	3,856.75	5,142
	Country Club Middle (EHPA*)	18305 NW 75th Place	Miami	33015	41,797	2,089.85	2,733
	Miami Coral Park Senior (EHPA*)	8865 SW 16th Street	Westchester	33165	22,620	1,131.00	1,508
	South Miami Sen-	6856 SW 53rd	South Miami	33155			1,740

	ior (EHPA new bldg)	Street			26,109	1,305.45	
	South Miami Senior (old bldg)	6856 SW 53rd Street	South Miami	33155	64,480	3,224.00	4,299
				Capacity:	***232,141***	**11,607.05**	***15,422***
5th Wave						-	
	Highland Oaks Middle	2375 NE 203rd Street	North Miami Beach	33180	41,000	2,050.00	2,733
	Lawton Chiles Middle (EHPA*)	8190 NW 197th Street	Northwest Miami-Dade	33015	28,720	1,436.00	1,915
	W.R. Thomas Middle	13001 SW 26th Street	West Miami-Dade	33175	41,000	2,050.00	2,733
	Felix Varela Senior	15255 SW 96th Street	West Kendall	33196	58,260	2,913.00	3,884
				Capacity:	***168,980***	***8,449***	***11,265***
Total Primary Capacity:	**20**				***974,301***	***48,715***	***62,775***

Source: Miami-Dade Emergency Management

Secondary Evacuation Centers

Secondary	Name of Facility	Address	City	Zip Code	Usable sq ft	Capacity	Capacity
						20 sfpp	**15 sfpp**
	American Senior High	18350 NW 67th Avenue	Hialeah	33015	51,160	2,558.00	3,411
	Allapattah Middle	1331 NW 46th Street	Miami	33142	49,414	2,470.70	3,294
	Andover Middle School	121 NE 207th Street	Miami	33179	7,136	356.80	476
	Bob Graham Education Ctr	15901 NW 79th Avenue	Miami Lakes	33016	14,000	700.00	933
	Coral Gables Senior (new bldg)	450 Bird Road	Coral Gables	33146	8,714	435.70	581
	G. Holmes Braddock Senior	3601 SW 147th Ave	Miami	33185	12,082	604.10	805
	Lakes Stevens Middle	18484 NW 48th PL	Miami Gardens	33055	30,984	1,549.20	2,066
	Hubert O. Sibley K-8 Center	255 NW 115th Street	Miami	33168	32,919	1,645.95	2,195
	Dr. Rolando Espinosa K-8	11250 NW 86th Street	Doral	33178	43,871	2,193.55	2,925
	Amelia Earhart Elementary	5987 E 7th Ave	Hialeah	33013	20,737	1,036.85	1,382
	Eugenia B. Thomas K-8	5950 NW 114th Ave	Doral	33178	17,466	873.30	1,164
	Miami Marlins Stadium	501 Marlins Way	Miami	33125	14,442	722.10	963
	Hialeah Middle School	6027 E 7 Avenue	Hialeah	33013	33,273	1,663.65	2,218
	Hammocks Middle School	9889 Hammocks Blvd	West Dade	33196	29,340	1,467.00	1,956
	Hialeah Gardens Middle	11690 NW 92nd Ave	Hialeah Gardens	33018	6,615	330.75	441
	Hialeah Miami Lakes Senior	7977 West 12th Avenue	Hialeah	33014	44,215	2,210.75	2,948
	Hialeah Senior (EHPA*)	251 East 47th Street	Hialeah	33012	27,040	1,352.00	1,803
	Linda Lentin K-8 Center	14312 NE 2nd CT	North Miami	33161	31,439	1,571.95	2,096
	Miami Killian	10655 SW 97th Ave-	Kendall	33176			560

	Senior (EHPA)	nue			8,400	420.00	
	Miami Lakes Education Center	5780 NW 158th Street	Miami	33014	10,000	500.00	667
	Miami Norland Senior (Gym - EHPA*)	1050 NW 195th Street	Miami	33169	13,739	686.95	916
	Miami Northwestern Senior	1100 NW 71st Street	Miami	33150	52740	2,637.00	3516
	Miami Palmetto Senior	7460 SW 118th Street	Pinecrest	33156	46,260	2,313.00	3,084
	Miami Southridge Senior	19355 SW 114th Avenue	Miami	33157	49,908	2,495.40	3,327
	Miami Sunset	13125 SW 72nd Street	Miami	33183	48800	2,440.00	3,253
	North Dade Middle	1840 NW 157th Street	Miami Gardens	33054	22245	1,112.25	1,483
	North Miami Middle	700 NE 137 St	North Miami	33161	10,136	506.80	676
	Shenandoah Middle	1950 SW 19th Street	City of Miami	33145	15,000	750.00	1,000
	South Dade Middle (EHPA*)	29100 SW 194th Avenue	Homestead	33030	34,079	1,703.95	2,272
	South Dade Senior (EHPA*)	28401 SW 167th Avenue	Homestead	33030	60,000	3,000.00	4,000
	Southwest Miami Senior	8850 SW 50th Ter	Miami	33165	26,225	1,311.25	1,748
	Westview Middle	1901 NW 127th Street	Miami	33167	29,256	1,462.80	1,950
Total Secondary Capacity:	**32**				***901,635***	***45,082***	***60,109***

Source: Miami-Dade Emergency Management

Tertiary Evacuation Centers

Tertiary	Name of Facility	Address	City	Zip Code	Usable sq ft	Capacity	Capacity
						20 sfpp	15 sfpp
	Ben Sheppard Elementary	5700 West 24th Avenue	Hialeah	33016	28,400	1,420	1,893
	Bowman Ashe Elementary	6601 SW 152nd Avenue	Miami	33193	27,720	1,386	1,848
	Calusa Elementary	9580 W Calusa Club Dr	Miami	33186	18,000	900	1,200
	Citrus Grove Middle	2153 NW 3rd Street	City of Miami	33125	34,000	1,700	2,267
	Claude Pepper Elementary	14550 SW 96th Street	Kendall	33186	25,160	1,258	1,677
	Dante Fascell Elementary	15625 SW 80th Street	Hammocks	33193	18,620	931	1,241
	Dr. Carlos Finlay Elementary	851 SW 117th Avenue	Miami	33174	28,140	1,407	1,876
	Eneida Hartner Elementary	401 NW 29th Street	City of Miami	33127	26,120	1,306	1,741
	Flagami Elementary	920 SW 76th Ave	West Miami	33144	17,491	875	1,166
	Gilbert Porter Elementary	15851 SW 112th Street	Hammocks	33196	35,380	1,769	2,359
	James Bright Elementary	2530 W 10th Avenue	Hialeah	33010	24,160	1,208	1,611
	Kelsey Pharr Elementary	2000 NW 46th Street	Miami	33142	10,220	511	681
	Kinloch Park Middle	4340 NW 3rd Street	City of Miami	33126	26,720	1,336	1,781
	Lake Stevens Elementary	5101 NW 183rd Street	Opa-Locka	33055	20,360	1,018	1,357
	Norwood Elementary	19810 NW 14th Court	Miami	33169	17,900	895	1,193
	Olinda Elementary	5536 NW 21st Avenue	Miami	33142	17,980	899	1,199
	Oliver Hoover Elementary	9050 Hammocks Blvd	Hammocks	33196	25,460	1,273	1,697
	Palm Lakes Elementary	7450 W 16th Avenue	Hialeah	33014	12,980	649	865
	Palm Springs North Elementary	17615 NW 82nd Avenue	Miami Lakes	33015	20,580	1,029	1,372
	Paul Dunbar Elementary	505 NW 20th Street	Miami	33127	15,720	786	1,048
	Redland Middle	16001 SW 248th Street	Miami	33031	10,000	500	667
	Richmond Heights Middle	15015 SW 103rd Avenue	Miami	33176	20,000	1,000	1,333

	Royal Green Elementary	13047 SW 47th Street	Miami	33175	11,240	562	749
	South Hialeah Elementary	265 E 5th Street	Hialeah	33010	26,751	1,338	1,783
	Stirrup Elementary	330 NW 97th Avenue	Fontainebleau	33172	15,500	775	1,033
	Village Green Elementary	12265 SW 34th Street	Miami	33175	11,300	565	753
	West Miami Middle	7525 SW 24th street	West Miami	33144	39160	1958	2611
Total Tertiary Capacity:	**27**				**585,062**	**29,253**	**36,390**
Total ECs	**85**						
		Total General Population EC Capacity:			**2,460,998**	**123,050**	**159,274**

Source: Miami-Dade Emergency Management

Figure 26 – 2016 Medical Evacuation Centers (MEC) & Pet Friendly Evacuation Centers (PFEC)

Medical Evacuation Centers (MEC):						
Primary:						
	Miami Jackson Sr (MEC) (EHPA*)	1751 NW 36th Street	Miami	33142	Capacity:	500
	John Ferguson Senior (MEC) (EHPA*)	15900 SW 56th Street	West Miami-Dade	33185	Capacity:	500
						1,000
Secondary:						
	Miami Edison Senior (MEC)	6161 NW 5th Court	Miami	33127	Capacity:	500
	Ruben Dario Middle (MEC)	350 NW 97th Ave-nue	Miami	33172	Capacity:	500
						1,000
Tertiary:						
	Jose Marti Middle (MEC)	5701 West 24th Avenue	Hialeah	33016	Capacity:	500
	HD McMillan Middle (MEC)	13100 SW 59th Street	Miami	33183	Capacity:	500
						1,000
TOTAL Capacity:	***6***					***3,000***
Public Safety Hurricane Evacuation Center						
Primary	Doral Middle (EHPA*)	5005 NW 112th Avenue	Miami (Doral)	33178	27,200	1,360
Pet Friendly Evacuation Centers (PFEC):						
Primary	Darwin Fuchs (Sunshine) Pavilion (EHPA*)	10901 Coral Way	Miami	33165	100 pets	2450
	Dr Michael Krop Senior	1410 NE 215th Street	North Miami Beach	33179	80 pets	See Krop HEC pop
Secondary:	South Miami Senior	6856 SW 53rd Street	Miami	33155	80 pets	See South Miami HEC Pop
TOTAL Pet Population Capacity:					***260 pets***	***500***

Source: Miami-Dade Emergency Management

Figure 27 – 2016 Medical Management Facilities

Site	Address	City	Zip
Jackson Memorial Hospital	1611 N.W. 12th Ave	Miami	33136
Baptist Hospital	8900 N. Kendall Dr.	Miami	33176
Kendall Regional Medical Center	11750 S.W. 40th St.	Miami	33175
Hialeah Hospital	651 E. 25th St.	Hialeah	33016
North Shore Hospital	1100 N.W. 95th St.	Miami	33150
University of Miami Hospital (Cedars)	1400 NW 12th Avenue	Miami	33136
Palmetto Hospital	2001 W. 68th St.	Hialeah	33016
Nicklaus Children's Hospital	3100 S.W. 62nd Ave.	Miami	33155
Mount Sinai Hospital	4300 Alton Road	Miami Beach	33140
Miami Jewish Home	5200 NE 2nd Ave.	Miami	33137
South Miami Hospital	6200 SW 73rd St.	Miami	33143
Mercy Hospital	3663 South Miami Ave	Miami	33133
Westchester Hospital	2500 SW 75 Ave.	Miami	33155
Homestead Hospital	975 Baptist Way	Homestead	33030
Jackson North Hospital	160 NW 170 St.	North Miami Beach	33169
Jackson South Hospital	9333 SW 152 St	Miami	33157
Larkin Community Hospital	7031 SW 62nd Ave	South Miami	33143
Coral Gables Hospital	3100 Douglas Rd	Coral Gables	33134
Aventura Hospital	20900 Biscayne Blvd	Aventura	33180
Kindred Hospital	5190 SW 8 St.	Coral Gables	33134
Palm Springs Campus of Larkin Hospital	1475 West 49 St	Hialeah	33012
Health South Rehab Hospital	20601 Old Cutler Road	Cutler Bay	33189

Source: Miami-Dade Emergency Management

Figure 28 – Drawbridges in Miami-Dade County

	Bridge Name	Waterway	Owner
Group 1 Intracoastal Waterway	Sunny Isles Causeway-West Bound	Intracoastal Waterway	State of Florida
	Sunny Isles Causeway-East Bound	Intracoastal Waterway	State of Florida
	Broad Causeway	Intracoastal Waterway	Bay Harbor Islands
	79th Street - west end	Intracoastal Waterway	State of Florida
	79th Street - east end	Biscayne Bay	State of Florida
	NE 63rd Street/Alton Road	Indian Creek	State of Florida
	Venetian Causeway - west end	Intracoastal Waterway	Miami-Dade County
	Venetian Causeway – east end	Biscayne Bay	Miami-Dade County
	Port Boulevard	Intracoastal Waterway	Port of Miami
	F.E.C. Railroad Bridge	Intracoastal Waterway	Port of Miami/FEC RR
	PORT Tunnel	Government Cut	State of Florida
Group 2 Miami River	SFRTA Railroad Bridge	Miami River	South Florida Regional Transportation Authority
	South River Drive Bridge	Tamiami Canal (C-4)	Miami-Dade County
	NW 27th Avenue	Miami River	State of Florida
	NW 22nd Avenue	Miami River	Miami-Dade County
	NW 17th Avenue	Miami River	Miami-Dade County
	NW 12th Avenue	Miami River	State of Florida
	NW 5th Street	Miami River	State of Florida
	Flagler Street	Miami River	State of Florida
	SW 1st Street	Miami River	State of Florida
	SW 2nd Avenue	Miami River	Miami-Dade County
	South Miami Avenue-North Bound	Miami River	Miami-Dade County
	South Miami Avenue-South Bound	Miami River	Miami-Dade County
	Brickell Avenue Bridge	Miami River	State of Florida

- The South River Drive Bridge on the C-4 is a swing bridge; all others are bascule bridges. NOTE: Construction to convert the South River Drive Bridge from a swing bridge to a bascule bridge is scheduled to be completed by February 15, 2018.
- Sunny Isles Causeway (SR 826) has two spans, west bound and east bound.
- Miami Avenue Bridge has two spans, north bound and south bound.

Figure 29 – Map of Drawbridges in Miami-Dade County

Figure 30 – Miami-Dade County and Municipal Fire Stations

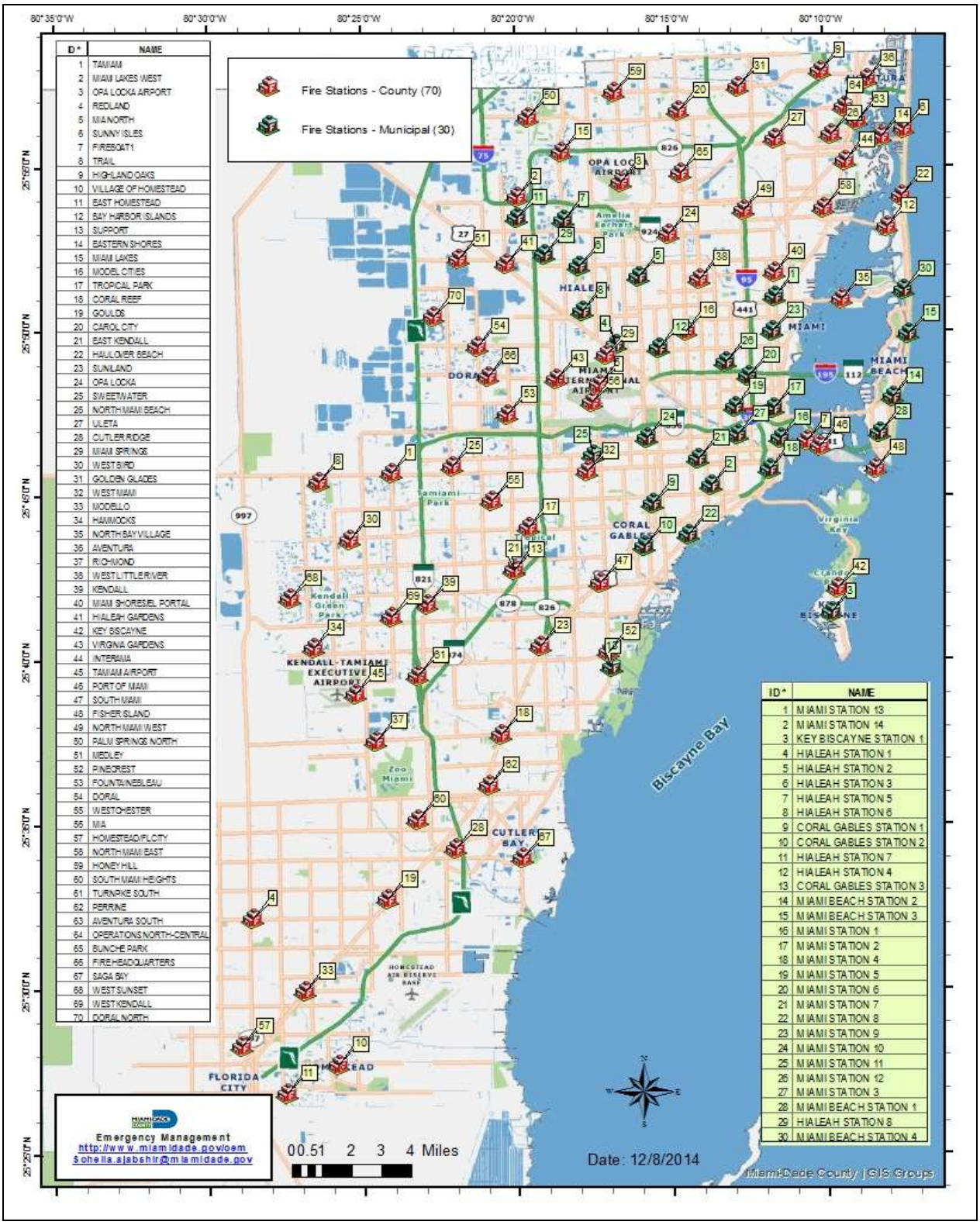


Figure 31 – Miami-Dade County and Municipal Police Stations

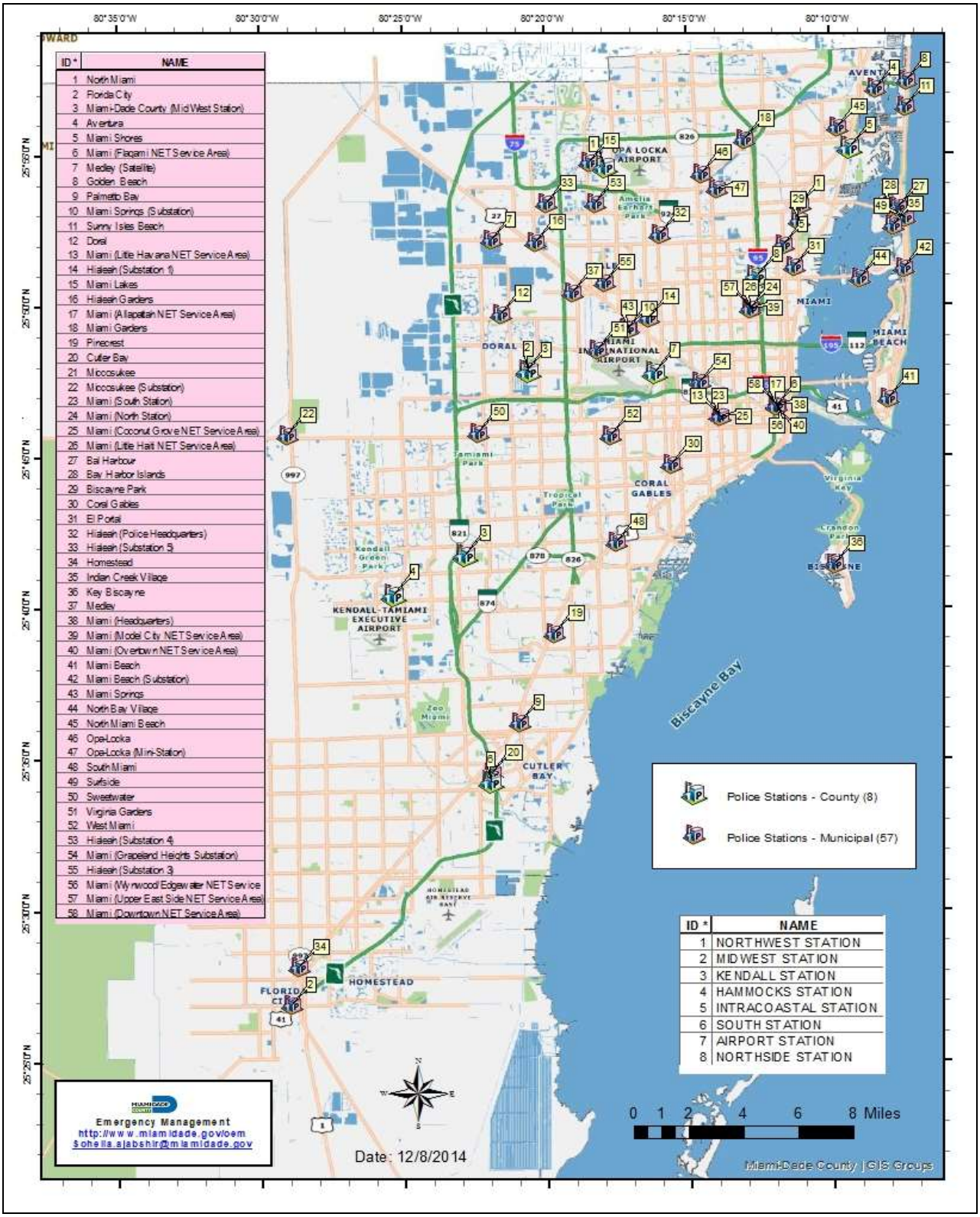


Figure 32 – Miami-Dade County Hospitals

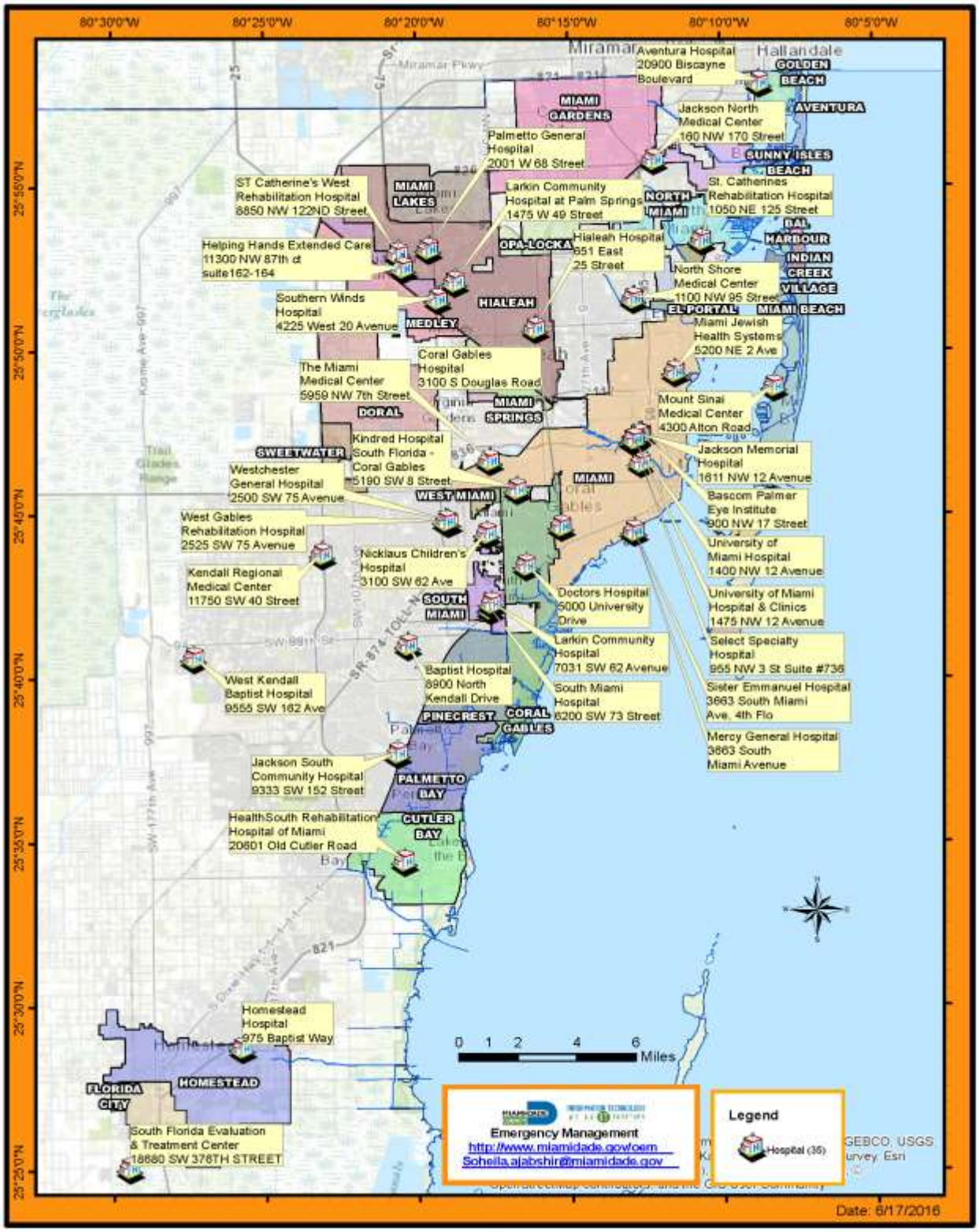


Figure 33 – Miami-Dade County Primary Evacuation Routes

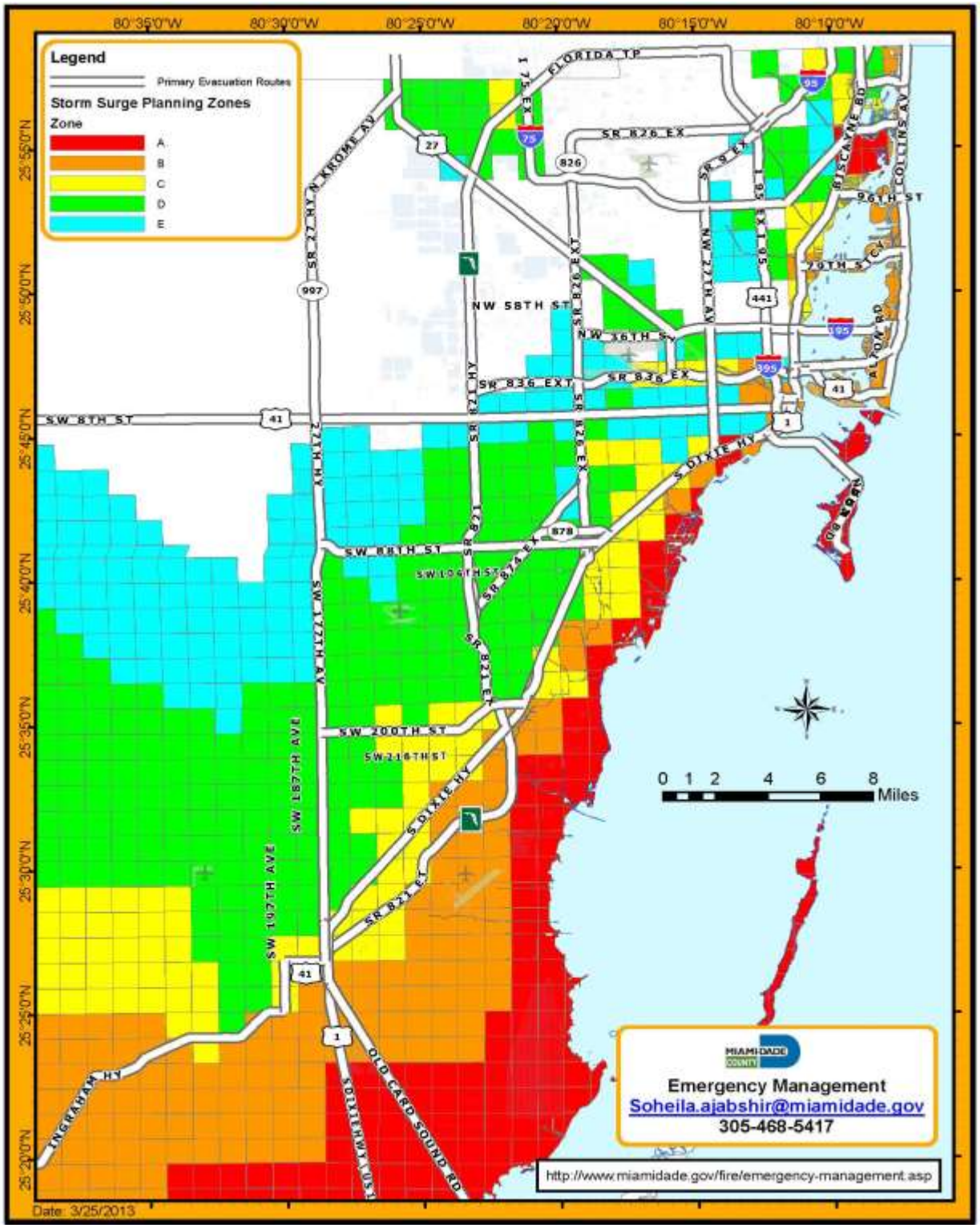


Figure 34 – Evacuation Bus Pick-Up Points

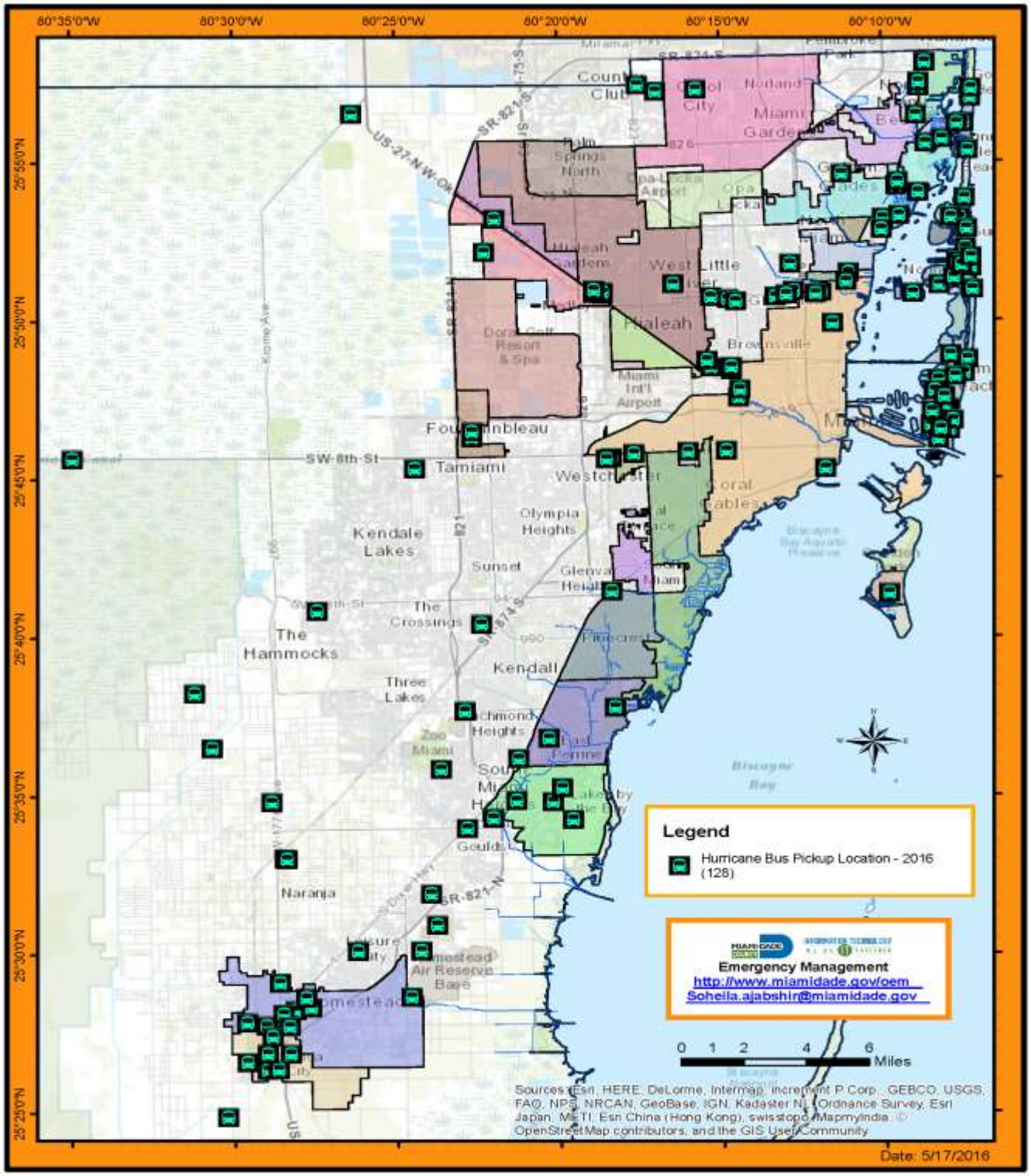


Figure 35 – Foreign Nationals Response

Purpose:
The purpose of this annex is to establish a framework for response to a crisis event involving foreign nationals in Miami-Dade County according to the National Incident Management System (NIMS) guidelines. A foreign national is any person who is not a U.S. citizen; same as "alien." Aliens who are lawful permanent residents in the United States and who have a resident alien registration card (green card) as well as undocumented or "illegal" aliens are foreign nationals.

During a crisis event, foreign consulates will be contacting local agencies to obtain information regarding the status of their citizens, and any impact the crisis might have on them. Issues including victim identification, language barriers, reunification with family members, and repatriation of remains can add layers of complexity to a dynamic and rapidly evolving incident.

Utilizing the comprehensive system outlined in this annex will ensure that Miami-Dade County authorities meet their legal obligations concerning foreign national response and consul notification outlined under the Vienna Convention on Consular Relations Treaty.

Background:
A function of governments has long been to provide services to their citizens/nationals abroad. These "consular" services include certain legal services, such as notarizing documents or assisting with the estate of a citizen who has died abroad. They also include looking for missing citizens, determining whether citizens are safe, assisting in evacuating citizens from countries where their lives are endangered, and other similar "welfare and whereabouts" services.

The performance of such consular functions was originally a subject of customary international law however was not uniformly addressed in any treaty. Eventually however, efforts were made to codify in international treaties the rights of governments to provide consular services to their citizens. In 1963 the multilateral **Vienna Convention on Consular Relations (VCCR)**[51] was completed. The VCCR to a large extent codified customary international law and therefore represents the most basic principles pertaining to the performance of consular functions. Since the VCCR entered into force for the United States on December 24th, 1969, it has been relied upon as the principle basis for the conduct of U.S consular activities.

Because of its comprehensive nature and near-universal applicability, the VCCR now establishes the "baseline" for most obligations with respect to the treatment of foreign nationals in the United States. To date, more than 170 different countries are party to the VCCR. Article 5 of the VCCR enumerates appropriate consular functions and includes a "catch-all" provision that consular functions include "*helping and assisting nationals…of the sending state, safeguarding the interests of nationals…of the sending state in cases of succession mortis causa in the territory of the relieving state…"*

The special need for government assistance in cases of death, vulnerability due to incompetence, and major accidents are also reflected in the VCCR by giving these matters additional treatment, in Article 37:

[51] Done at Vienna April 24, 1963; entered into force for United States December 24. 1969; 21 UST 77; TIAS 6820; 596 UNTS 261.

Article 37
Information in cases of deaths, guardianship or Trusteeship, wrecks and air accidents

If the relevant information is available to the competent authorities of the receiving State, such authorities shall have the duty:

(a) in the case of the death of a national of the sending State, to inform without delay the consular post in whose district the death occurred;

(b) to inform the competent consular post without delay of any case where the appointment of a guardian or trustee appears to be in the interests of a minor or other person lacking full capacity who is a national of the sending State. The giving of this information shall, however, be without prejudice to the operation of the laws and regulations of the receiving State concerning such appointments;

(c) if a vessel, having the nationality of the sending State, is wrecked or runs aground in the territorial sea or internal waters of the receiving State, or if an aircraft registered in the sending State suffers an accident on the territory of the receiving State, to inform without delay the consular post nearest to the scene of the occurrence

The obligations of consular notification and access are binding on states and local government as well as the federal government, primarily by virtue of the Supremacy Clause in Article VI Cl. 2 of the United States Constitution, which provides:

"All Treaties made, or which shall be made, under the Authority of the United States, shall be the supreme Law of the Land; and the Judges in every State shall be bound thereby, any Thing in the Constitution or Laws of any State to the Contrary notwithstanding."

Procedures:

Death of a Foreign National

In the event of a crisis event which results in the death of a foreign national in Miami-Dade County, the nearest consulate of that national's country must be notified without delay. This will allow the foreign government to make an official record of the death for its own legal purposes. It will help ensure that passports and other legal documentation issued by that country are canceled and not reissued to fraudulent claimants.

In addition, it may help ensure that the foreign national's family and legal heirs, if any, in the foreign country are aware of the death and that the death is known for estate purposes in the foreign national's country. Once notified of a death, consular officers may in some circumstances act to conserve the decedent's estate, in accordance with the laws and regulations applicable in the jurisdiction.

Hospitalization / Quarantine of a Foreign National

If the foreign national is hospitalized or quarantined pursuant to governmental authority and is not free to leave, under the VCCR and most bilateral agreements he or she must be treated like a foreign national in detention and appropriate notification must be provided. Consular officers **must** be notified of the detention (regardless of the foreign national's wishes) if the detention occurs in circumstances indicating that the appointment of a guardian for the foreign national is required.

Accidents Involving Foreign Ships or Aircraft

If a ship or airplane registered in a foreign country wrecks or crashes in the United States, the nearest consular officers of that country **must** be notified without delay. This requirement is set out in Article 37(c) of the VCCR. Once notification has been made, consular officers may undertake to coordinate contact with the victims' families or to provide other emergency assistance on behalf of the foreign government concerned. Some of the other functions consular officers may undertake in cases involving shipwrecks or air crashes are enumerated in Article 5 of the VCCR.

Mandatory Notification Countries

The United States has entered into a number of bilateral consular treaties which **require** consular officials be notified of the arrest, detention, serious injury, and/or death of their nationals regardless of their national's request. These are commonly called Mandatory Notification Agreements and the countries to which they pertain are called Mandatory Notification Countries.

All countries with consulates in the Southeast region of the United States along with their 24-hour contact information and Mandatory Notification status can be found in Appendix A of this document.

Currently the United States has mandatory notification agreements with 57 countries and they are as follows:

Albania	Fiji	Mongolia	Trinidad and Tobago
Algeria	Gambia	Nigeria	Tunisia
Antigua and Barbuda	Georgia	Philippines	Turkmenistan
Armenia	Ghana	Poland	Tuvalu
Azerbaijan	Grenada	Romania	Ukraine
Bahamas	Guyana	Russia	United Kingdom
Barbados	Hungary	Saint Kitts and Nevis	Uzbekistan
Belarus	Jamaica	Saint Lucia	Zambia
Belize	Kazakhstan	Saint Vincent and the Grenadines	Zimbabwe
Brunei	Kiribati	Seychelles	
Bulgaria	Kuwait	Sierra Leone	
China (Including Macao and Hong Kong)	Kyrgyzstan	Singapore	
Costa Rica	Malaysia	Slovakia	
Cyprus	Malta	Tajikistan	
Czech Republic	Mauritius	Tanzania	
Dominica	Moldova	Tonga	

Roles and Responsibilities:

Consular Officials and the Emergency Operations Center

In the event of a natural or manmade disaster in Miami-Dade County which results in the death or serious injury of a foreign national and which requires activation of the Emergency Operation Center (EOC), consular officials from the concerned country may be sent to provide logistical assistance in order to better provide the services entitled to them in Article 5 of the VCCR. In this event consular officials will be organized and grouped under ESF 6 – Mass Care. Within ESF 6, consular officials' primary focus will be assisting in providing Disaster Welfare Information (DWI) and disseminating that information back to the families of affected foreign nationals. This includes providing assistance with victim identification, family reunification and repatriation of remains if necessary.

Services Provided by Consular Offices and their Officials

Article 5 of the VCCR outlines the functions of Consular Offices and their officials, and should be used as a reference for a comprehensive list of these functions. However the functions which would directly pertain to a crisis incident in which local authorities would be required to notify the concerned Consular Offices are listed below:

- Issuance of passports and travel documents to nationals of the sending State, and visas or appropriate documents to persons wishing to travel to the sending State.
- Acting as a notary and civil registrar and in capacities of a similar kind.
- Safeguarding the interests of nationals of the sending state in cases of succession mortis causa[52] in the territory of the receiving State.
- Transmitting judicial and extra-judicial documents or executing letters of request or commissions to take evidence for the courts of the sending State in accordance with internationals agreements in force, or in the absence of such international agreements.
- Exercising rights of supervision and inspection provided for in the laws and regulations of the sending State in respect of vessels having the nationality of the sending State, and of aircraft registered in that State, and in respect of their crews.
- Conducting investigations into any incidents which occurred during the voyage of vessels and aircraft of the sending state.

[52] [Latin, In contemplation of approaching death.] A phrase used in reference to a deathbed gift.

Appendix A: Foreign Mission 24 Hour Emergency Contact List

FOREIGN MISSION EMERGENCY 24 HOUR CONTACT LIST				
Consulate General	**Address**	**Phone Number**	**Fax**	**Mandatory Contact**
Antigua & Barbuda	25 SE 2nd Avenue Suite 300 Miami, FL 33131	305-381-6762	305-381-7908	**YES**
Argentina	1101 Brickell Avenue North Tower, Suite 900 Miami, FL 33131	305-373-1889	305-373-1598	**NO**
Austria	2445 Hollywood Blvd. Hollywood, FL 33020	954-925-1100	954-925-1101	**NO**
Bahamas	25 SE 2nd Ave Suite 600 Miami, FL 33131	305-373-6295	305-373-6312	**YES**
Barbados	2121 Ponce De Leon Blvd Suite 1300 Coral Gables, FL 33134	786-515-1201	305-455-7975	**YES**
Belgium	230 Peachtree Street NW, Suite 2250 Atlanta, GA 30303	404-659-2150	404-659-8474	**NO**
Bolivia	700 S. Royal Poinciana Blvd, Suite 505 Miami Springs, FL 33166	305-358-6303	305-358-6305	**NO**
Brazil	3150 SW 38th Avenue, Suites 100,200,300 Miami, FL 33146	305-285-6200	305-285-6229	**NO**
Canada	200 S. Biscayne Blvd. Suite 1600 Miami, FL 33131	305-579-1600	305-374-6774	**NO**
Chile	800 Brickell Avenue, Suite 1200 Miami, FL 33131	305-873-8623	305-379-6613	**NO**
Colombia	5850 T G Lee Blvd, Orlando, FL 32822	407-650-4274	407-650-4281	**NO**

Consulate General	Address	Phone Number	Fax	Mandatory Contact
Costa Rica	2730 SW 3rd Avenue, Suite 401 Miami, FL 33129	305-423-3952/3 /305-871-7485	786-522-0119	**YES**
Denmark	3107 Stirling Road, Suite 101 Fort Lauderdale, FL 33312	954-967-8800	954-322-0064	**NO**
Dominican Republic	1038 Brickell Avenue Miami, FL 33131	305-358-3220	305 358-2318	**NO**
Ecuador	117 N.W. 42nd Ave, Suite CU4/CU5 Miami, FL 33126	305-373-8520	305-539-8313	**NO**
El Salvador	2600 Douglas Road, Suite 104 Coral Gables, FL 33134	305-774-0840	305-774-0850	**NO**
France	1395 Brickell Avenue, Suite 1050 Miami, FL 33131	305-403-4150 (EXT 52)	305-403-4151	**NO**
Germany	New World Tower 100 N. Biscayne Blvd, Suite 2200 Miami, FL 33132	305-358-0290	305-358-0307	**NO**
Greece	400 N Tampa St, Suite 1160, Tampa FL 33602	813-865-0204	813-865-0206	**NO**
Grenada	400 Arthur Godfrey Rd Suite 506 Miami Beach, FL 33140	305-570-2716	305-397-2441	**YES**
Guatemala	1101 Brickell Avenue #603-5 Miami, FL 33131	305-679-9945/46/47	305-679-9983	**NO**
Haiti	1616 East Colonial Drive Orlando, Florida 32803	407-897-1262	407-897-8163	**NO**
Honduras	7171 Coral Way Suite 311 Miami, FL 33155	305-269-3131	305-269-9445	**NO**
Iceland	1820 SW 73 Avenue, Planta-tion, FL 33317	954-792-4451	954-792-4451	**NO**
Israel	100 N. Biscayne Blvd, Suite 1800 Miami, FL 33132	305-925-9401	305-925-9451	**NO**

Consulate General	Address	Phone Number	Fax	Mandatory Contact
India	5549 Glenridge Drive NE Atlanta, GA 30342	404-941-7528	678-905-9591	**NO**
Italy	4000 Ponce De Leon Blvd # 590 Coral Gables, FL 33146	305-374-3595	305-374-4311	**NO**
Jamaica	25 SE 2nd Avenue, Suite 609 Miami, FL 33131	305-374-8431	305-577-4970	**YES**
Japan	80 SW 8th Street, Suite 3200 Miami, FL 33130	305-530-9090	305-530-9002	**NO**
Korea	1 SE 3 Ave, 25th Floor Miami, FL 33131	305-982-5573	305-374-5095	**NO**
Lebanon	1320 S. Dixie Highway, Suite 241 Coral Gables, FL 33146	305-665-3004	305-666-8905	**NO**
Lithuania	44 Coconut Row, Ste T10 Palm Beach, FL 33480	561-832-2232	773-582-5133	**NO**
Malta	200 S. Biscayne Blvd, Suite 1800 Miami, FL 33131	305-347-5290	305-377-8695	**YES**
Mexico	2550 Technology Drive Orlando, Florida 32804	407-422-0514	407-422-9633	**NO**
Monaco	2000 Ponce De Leon Blvd. #600 Coral Gables, FL 33134	305-421-6360	786-513-3241	**NO**
Netherlands	701 Brickell Avenue, Suite 500 Miami, FL 33131	786-866-0480	786-866-0498	**NO**
Nicaragua	1332 West Flagler Street Miami, FL 33135	305-265-1415 (EXT 106, 109)	305-265-1780	**NO**
Norway	806 S Douglas Rd, #580 Coral Gables, FL 33134	305-987-8464	305-374-4369	**NO**
Panama	5775 Blue Lagoon Drive Suite 200 Miami, FL 33126	305-447-3700	305-264-0587	**NO**
Paraguay	25 S.E. 2nd Avenue, Suite 705 Miami, FL 33131	305-374-9090	305-374-5522	**NO**

Consulate General	Address	Phone Number	Fax	Mandatory Contact
Peru	444 Brickell Avenue Suite M-135 Miami, FL 33131	786-347-2432	305-677-0089	**NO**
Philippines	2333 N. State Road 7 Mar-gate, FL 33063	954-729-6647	954-755-6367	**YES**
Poland	1440 79th St. Causeway Suite 117 Miami, FL 33141	305-866-0077	305-865-5150	**YES**
Portugal	145 City Place Suite 300, Palm Coast FL, 32164	386-742-0370	386-742-0371	**NO**
St Kitts and Nevis	6855 Red Road Coral Gables, FL 33143	786-662-7222	786-662-7723	**YES**
Saint Lucia	2 Alhambra Plaza, Suite 850 Coral Gables, FL 33134	305-586-3076		**YES**
Senegal/Togo	4000 Ponce De Leon Blvd. Suite 700 Coral Gables, FL 33146	305-371-4286	305-371-4288	**NO**
Slovak	13325 Arch Creek Rd North Miami, FL 33181	239-822-8409	954-577-1318	**YES**
Slovenia	1501 Calais Drive Miami Beach, FL 33141	305-868-9635		**NO**
Spain	2655 LeJeune Road, Suite 203 Coral Gables, FL 33134	305-446-5511	305-446-0585	**NO**
Suriname	7205 NW 19th Street Suite 302 Miami, FL 33126	305-463-0694	305-463-0715	**NO**
Sweden	101 NE 3rd Avenue, Suite 1700B Fort Lauderdale, FL 33301	954-467-3507	954-766-2805	**NO**
Switzerland	825 Brickell Bay Drive Suite 1450 Miami, FL 33131	305-377-6700	305-377-9936	**NO**
Trinidad and Tobago	1000 Brickell Avenue, Suite 800 Miami, FL 33131	305-374-2199	305-374-3199	**YES**

Consulate General	Address	Phone Number	Fax	Mandatory Contact
Turkey	80 SW 8th St Suite 2700 Miami, FL 33130	786-310-7583	786-310-7584	**NO**
United Kingdom	1001 Brickell Bay Drive Suite. 2800 Miami, FL 33131	305-400-6400	305-400-6868	**YES**

Appendix B: – Consular Notification Fact Sheet

Below is a checklist of basic information that Consular Officials will require when being notified of the death, serious injury, or illness of one of their Nationals. This checklist is intended for internal use only and is designed to expedite the process of Consular notification.

- Date/Time
- Name/Name of office/agency contacting the Consulate
- Address of contacting agency
  - City/State/Zip
  - Phone/Fax numbers
- Reason for Contact
  - Death of National
  - Serious Injury of National
  - Serious illness requiring detainment/quarantine of National
  - Date of death/injury/illness
- Personal Information of National (provide as much as possible)
  - Name
  - Date of Birth/Place of Birth
  - Nationality/Country
  - Passport Issuing Nation
  - Passport Number
  - Date and place of death (If applicable)
  - Apparent cause of death (If applicable)
- Contact information for office/agency issuing notification
  - Phone number
  - Hours of operation
  - Case number for reference (if applicable)

Figure 36 – Day-to-Day County Management Structure

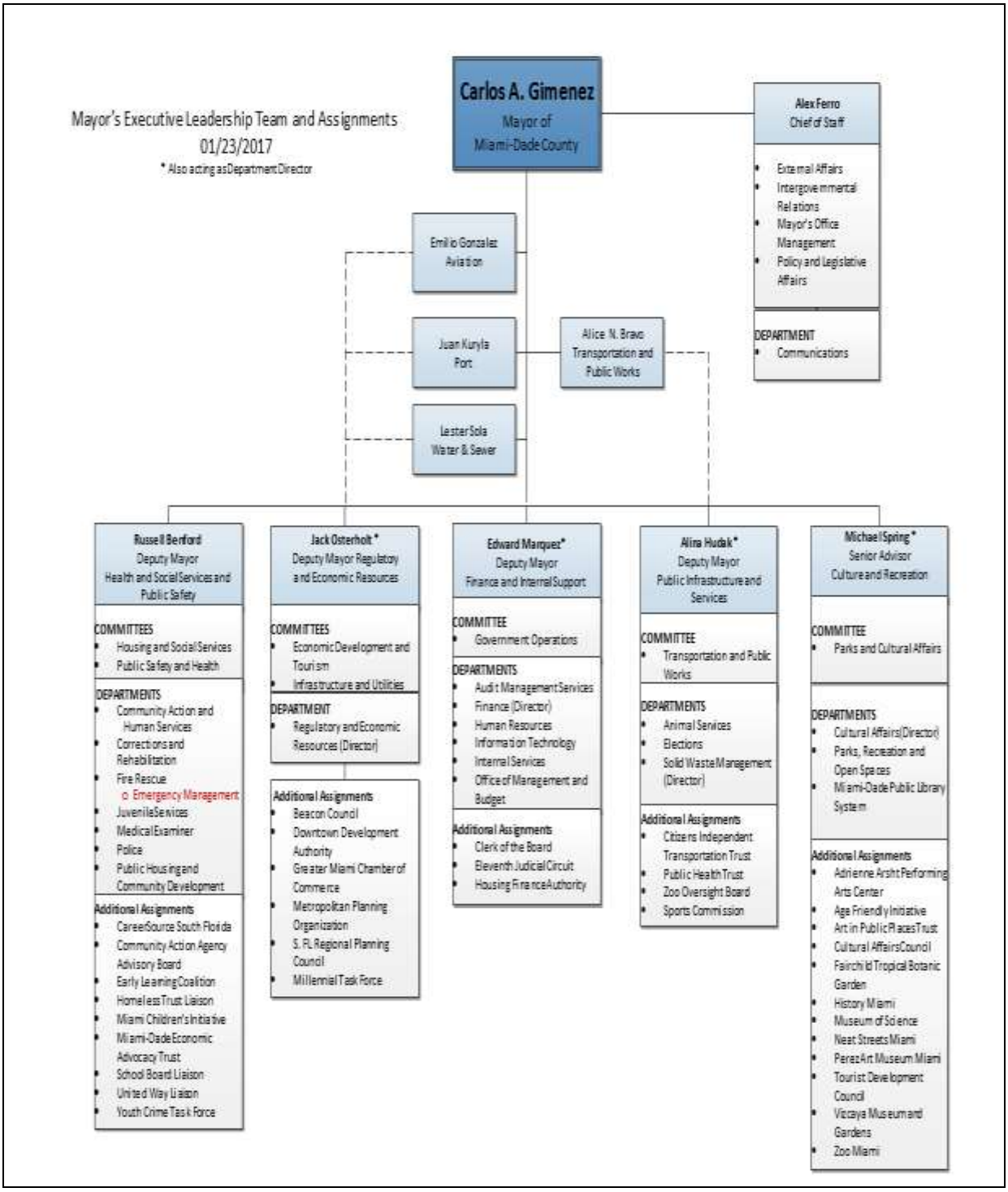


Figure 37 – Promulgation Letter

OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Agenda Item No. 8(E)(1)

TO: Honorable Chairman Esteban L. Bovo, Jr. and Members, Board of County Commissioners

DATE: November 7, 2017

FROM: Abigail Price-Williams County Attorney

SUBJECT: Resolution approving the Miami-Dade County Comprehensive Emergency Management Plan; and authorizing the County Mayor to execute agreements with local municipalities, and to file and execute any necessary revisions required by any applicable amendments to Florida Statutes

Resolution No. R-983-17

The accompanying resolution was prepared by the Miami-Dade Fire and Rescue Department and placed on the agenda at the request of Prime Sponsor Commissioner Sally A. Heyman.

Abigail Price-Williams
County Attorney

APW/smm

Memorandum MIAMI-DADE COUNTY

Date: November 7, 2017

To: Honorable Chairman Esteban L. Bovo, Jr.
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Resolution Authorizing the Adoption of the Miami-Dade County Comprehensive Emergency Management Plan

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RECOMMENDATION
It is recommended that the Board of County Commissioners (Board) approve the attached resolution adopting the Miami-Dade County (County) Comprehensive Emergency Management Plan (CEMP). The CEMP adheres to the State of Florida Division of Emergency Management compliance criteria set forth in Florida Administrative Code Rule Chapter 27P-6.

The County's CEMP establishes official emergency management policy for all County agencies in response to and recovery from emergencies and disasters within the County.

SCOPE
The impact of this item is countywide in nature.

FISCAL IMPACT/FUNDING SOURCE
There is no fiscal impact associated with this item.

TRACK RECORD/MONITOR
Charles Cyrille, Division Director of Miami-Dade Fire Rescue's (MDFR) Office of Emergency Management (OEM), is responsible for publishing the County's CEMP and its revisions. The OEM is also responsible for ensuring that the CEMP is developed, reviewed, and maintained.

BACKGROUND
The intent of the CEMP is to provide an organized system for preparedness, response, and recovery by which County officials are guided in applying their statutory responsibilities of direction and control during a disaster event. The backbone of the CEMP is its use of the Incident Command structure and application in a manner that is consistent with the State of Florida Comprehensive Emergency Management and Federal Emergency Management Agency National Response Framework. The CEMP provides a design for the effective management of any emergency situation within the County in coordination with the state and federal government.

The Florida Administrative Code requires that a comprehensive review and revision of the Comprehensive Emergency Management's Basic Plan be conducted every four years. During the four years prior to the revision, Tabletop exercises, full scale exercises, as well as actual emergencies and disasters were employed to evaluate the CEMP. Following each exercise and activation of the Emergency Operations Center, events were critiqued and appropriate changes incorporated into the CEMP. The CEMP was also revised to delineate the operational roles and responsibilities of the

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Honorable Chairman Esteban L. Bovo, Jr.
and Members, Board of County Commissioners
Page 2

County's major departments, as well as task checklists for Countywide emergencies. MDFR's OEM met with each of the major departments listed in the CEMP and those departments have verified their responsibilities. The MDFR's OEM also worked with federal, state, county, municipal, and private entities responsible, knowledgeable, and experienced in the specific issues addressed in the CEMP in ensuring the current plan reflected up to date information.

In accordance with Florida Administrative Code, MDFR's OEM submitted the County's revised CEMP to the Florida Division of Emergency Management (FDEM) for review. On July 17, 2017, the FDEM notified MDFR's OEM that the County's revised CEMP met the criteria outlined in Florida Administrative Code Rule Chapter 27P-6 and required adoption by resolution of the Board in accordance with Rule 27P-6.006 (11).

Russell Benford
Deputy Mayor

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MEMORANDUM
(Revised)

TO: Honorable Chairman Esteban L. Bovo, Jr.
and Members, Board of County Commissioners

DATE: November 7, 2017

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Agenda Item No. 8(E)(1)

Please note any items checked.

_____ **"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**

_____ **Statement of social equity required**

_____ **Ordinance creating a new board requires detailed County Mayor's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous _____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

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Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(E)(1)
11-7-17

RESOLUTION NO. R-983-17

RESOLUTION APPROVING THE MIAMI-DADE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN; AND AUTHORIZING THE COUNTY MAYOR OR THE MAYOR'S DESIGNEE TO EXECUTE AGREEMENTS WITH LOCAL MUNICIPALITIES, AND TO FILE AND EXECUTE ANY NECESSARY REVISIONS REQUIRED BY ANY APPLICABLE AMENDMENTS TO FLORIDA STATUTES

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

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that: this Board approves the Miami-Dade County Comprehensive Emergency Management Plan in substantially the form attached hereto and made a part hereof, an original of which is on file with the Clerk of the Board; and authorizes the County Mayor or Mayor's designee to execute agreements with local municipalities, and to file and execute any necessary revisions required by any applicable amendments to Florida Statutes.

The foregoing resolution was offered by Commissioner **Daniella Levine Cava** , who moved its adoption. The motion was seconded by Commissioner **Audrey M. Edmonson** and upon being put to a vote, the vote was as follows:

Esteban L. Bovo, Jr., Chairman **aye**
Audrey M. Edmonson, Vice Chairman **aye**

Bruno A. Barreiro	**absent**	Daniella Levine Cava	**aye**
Jose "Pepe" Diaz	**aye**	Sally A. Heyman	**absent**
Barbara J. Jordan	**aye**	Joe A. Martinez	**aye**
Jean Monestime	**aye**	Dennis C. Moss	**aye**
Rebeca Sosa	**aye**	Sen. Javier D. Souto	**aye**
Xavier L. Suarez	**absent**		

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Agenda Item No. 8(E)(1)
Page No. 2

The Chairperson thereupon declared the resolution duly passed and adopted this 7th day of November, 2017. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

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

HARVEY RUVIN, CLERK

By: Christopher Agrippa
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. GKS

Gerald K. Sanchez

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STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

BRYAN W. KOON
Director

July 17, 2017

Mr. Curt Sommerholf, Director
Miami-Dade County Department of Emergency Management
9300 NW 41st Street
Miami, FL 33178

CERTIFIED MAIL – RETURN RECEIPT REQUESTED

Dear Director Sommerholf

In accordance with the provisions of Rule Chapter 27P-6 Florida Administrative Code (FAC), the Florida Division of Emergency Management (FDEM) has completed its review of the Miami-Dade County Comprehensive Emergency Management Plan (CEMP). The review team has determined that your plan meets the CEMP compliance criteria. We hope that the comments and discussions the review team had with you and your staff during the review will assist you in future planning efforts and enhance the update of your CEMP.

The approved plan must now be adopted by resolution by the governing body of the jurisdiction within 90 days in accordance with Rule 27P-6.006(11) FAC. You must forward a copy of the adoption resolution and an electronic copy of the adopted plan to FDEM to complete compliance. Failure to adopt the plan by resolution within 90 days will result in a letter of non-compliance unless an adoption extension is requested in accordance with Rule 27P-6.006(11) FAC.

DIVISION HEADQUARTERS
2555 Shumard Oak Boulevard
Tallahassee, FL 32399-2100

Tel: 850-815-4000 • Fax: 850-488-1016
www.FloridaDisaster.org

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STATE LOGISTICS RESPONSE CENTER
2702 Directors Row
Orlando, FL 32809-5631

Mr. Curt Sommerhoff
July 17, 2017
Page Two

If you have any questions or need additional information regarding the plan's approval, please contact your review team leader, Elise Fisher, at 850-815-4304 or by email: elise.fisher@em.myflorida.com.

Sincerely,

for Linda McWhorter, Chief
Bureau of Preparedness

LM,ef

cc: Esteban Bovo, Chairperson of BOCC, Miami-Dade County
Jim Roberts, DEM – Regional Coordination Team Manager
Willie Boule, DEM – Regional Coordinator
Manny Cela, RPC Representative
Caroline Edwards, DEM – Recovery
Miles Anderson, DEM – Mitigation
Elise Fisher, DEM – CEMP Planner

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Glossary of Key Terms

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Alert: Notification of a hazard or an incident that potentially requires a coordinated Federal response.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within given operational periods that is based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Catastrophic Incident: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption that severely affects the population, infrastructure, envi-

ronment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Climate Change: Any change in global temperatures and precipitation over time due to natural variability or to human impact.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Dengue Fever: An infectious disease of the tropics transmitted by mosquitoes and characterized by high fevers, headache, rash, and joint and muscle pain.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Disaster Housing: Provides up to 18 months temporary housing assistance, using local resources, for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and replacement of damaged items to make homes habitable.

Disaster Recovery Center (DRC): A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

Droughts: A lack of precipitation into an area for a long period of time, resulting in below normal recorded levels, causing serious hydrological imbalances that adversely affect land resource production systems.

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Support Functions: ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an inci-

dent. The Basic identifies primary ESF agencies on the basis of authorities and resources. Support agencies are assigned based on the availability of resources in a given functional area.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, none emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Exotic Pests: *'Exotic'* by definition implies non-native status. Therefore, an exotic pest would be one that migrates or is imported to a new location in which there are no natural predators or other controls on its proliferation. Exotic pests are capable of causing significant disruption in their adopted environments by out-competing native species and driving them to extinction or by changing the ecosystem by altering relationships within it.

Federal: Of or pertaining to the Federal Government of the United States of America.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Lead Agency: While several County departments will be performing varied and critical tasks during a disaster, in most cases only one agency will be considered the 'primary agency.' The primary response agen-

cy shall be responsible for detailed planning, testing, and evaluation of their respective emergency support function(s) plans/activities. The Department Director of the primary agency shall serve as the principal advisor to the County Executive during the response and recovery phase. In addition, the Department Director of the primary agency must assure that essential operations of his/her agency will continue, unless otherwise directed by the County Executive or his/her designee.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management. Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Memorandum of Understanding: An agreement between agencies (internal and external) located within the jurisdictions on cooperative efforts and services, which would be provided during a disaster. The agencies involved usually maintain command of their personnel while providing specific services to the community at large and in conjunction with the normal resources available in the community.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard- related data

to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations— Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multia-gency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework: A guide that details how the Nation conducts all-hazards response– from the smallest incident to the largest catastrophe. This document establishes a comprehensive, national, all-hazards approach to domestic incident response.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Phenology: The scientific study of biological phenomena, such as flowering, breeding, and migration, in relation to climatic conditions. The relationship between a biological phenomenon and climatic conditions.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). Processes: Systems of operations that incorporate standardized proce-

dures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Sea Level Rise: A rise in the surface of the sea due to increased water volume of the ocean and/or sinking of the land. The rise and fall of sea levels throughout time in response to global climate and local tectonic changes.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in one or more of the following functional areas: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English speaking; or who are transportation disadvantaged.

Support Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Staging Area: Established for the temporary location of available resources. A staging area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Storm Surge: An abnormal rise in sea level accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface during the storm and normal sea level. Storm surge is caused primarily by high winds pushing on the ocean's surface and is especially severe when accompanied by high tide.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)
Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.
Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Viral Hemorrhagic Fever: The term hemorrhagic fever is used to describe several severe and life-threatening viruses, usually spread from either insects or mammals to humans.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Zoonotic: A disease that can be transmitted from animals to people or, more specifically, a disease that normally exists in animals but, that can infect humans.

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