

## MEMORANDUM

Agenda Item No. 8(E)(3)

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**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** July 20, 2021

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution authorizing the County Mayor to apply for, receive, and expend grant funds from the United States Department of Homeland Security ("DHS") and the Florida Division of Emergency Management ("OEM"); authorizing the County Mayor to execute grant agreements and other necessary documents and agreements for receipt and expenditure of such grant funds; authorizing the County Mayor to execute subaward agreements, subrecipient agreements, or other agreements and necessary documents with municipalities for the receipt or award of DHS or OEM grant funds for certain projects identified in the National Preparedness Goal, the Florida Domestic Security Strategic Plan 2021 - 2023, or the Miami-Dade County 2020 Emergency Preparedness Report; authorizing the County Mayor to execute amendments of all such agreements and documents and exercise the provisions set forth therein, provided that the agreements and documents are not amended to alter the purpose or extend the term beyond seven years; and directing the County Mayor to provide reports

Resolution No. R-682-21

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The accompanying resolution was prepared by the Fire Rescue Department and placed on the agenda at the request of Prime Sponsor Commissioner Sally A. Heyman.



\_\_\_\_\_  
Geri Bonzon-Keenan  
County Attorney

GBK/uw

# Memorandum



**Date:** July 20, 2021

**To:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava  
Mayor

A handwritten signature in cursive script, reading "Daniella Levine Cava".

**Subject:** Resolution Authorizing the County Mayor to Apply for, Receive, and Expend funding through the United States Department of Homeland Security and Florida Division of Emergency Management

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## **Recommendation**

It is recommended that the Board of County Commissioners (Board) approve the attached resolution authorizing the County Mayor or County Mayor's designee to apply for, receive, and expend grant funds from the United States Department of Homeland Security (DHS) and the Florida Division of Emergency Management (OEM). The Board is further recommended to authorize the County Mayor or County Mayor's designee to execute grant agreements and other necessary documents and agreements for receipt and expenditure of such grant funds. The Board is also recommended to authorize the County Mayor or County Mayor's designee to execute subaward agreements, subrecipient agreements, or other agreements and necessary documents with municipalities in Miami-Dade County for the receipt or award of DHS or OEM grant funds for certain projects identified in the National Preparedness Goal, attached to the resolution as Attachment A, the Florida's Domestic Security Strategic Plan 2021-2023, attached to the resolution as Attachment B, and the Miami-Dade County (MDC) 2020 Emergency Preparedness Report, attached to the resolution as Attachment C. Finally, this resolution authorizes the County Mayor or County Mayor's designee to execute amendments of all such agreements and documents and exercise the provisions set forth therein, provided that the agreements and documents are not amended to alter the purpose or extend the term beyond seven years.

## **Scope**

This resolution has countywide impact.

## **Delegation of Authority**

The County Mayor or County Mayor's designee is authorized to apply for, receive, and expend grant funds from DHS or OEM. The County Mayor or Mayor's designee is authorized to execute grant agreements and other necessary documents and agreements for receipt and expenditure of such grant funds as well as subgrant agreements, subrecipient agreements or other agreements with municipalities in Miami-Dade County for the receipt or award of such grant funds for certain projects identified in the National Preparedness Goal, the Florida's Domestic Security Strategic Plan 2021 - 2023, and the Miami-Dade County 2020 Emergency Preparedness Report. The County Mayor or County Mayor's designee is authorized to execute amendments to all such agreements and documents and exercise the provisions set forth therein, provided that such amendments do not alter the purpose of the agreements or documents or extend the term beyond seven years.

## **Fiscal Impact/Funding Source**

Since FY 2003, Miami-Dade Fire Rescue (MDFR), the Miami-Dade County Office of Emergency Management, and Miami-Dade Police Department (MDPD) have received more than \$113 million in federal funds from the DHS, and approximately \$33 million in funds from the OEM. Most grants do not require matching funds. However, the Assistance to Firefighters Grant, Building Resilient



Honorable Chairman Jose “Pepe” Diaz  
and Members, Board of County Commissioners

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Infrastructure Communities Grant, Fire Prevention and Safety Grant, Port Security Grant, the Hazardous Mitigation Grant Program, and the Flood Mitigation Assistance Grant require a cost match that varies between 5 and 25 percent of the grant awarded.

**Track Record/Monitor**

All grant awards will be tracked and monitored by the MDFR Grants Management Bureau, and MDPD Departmental Services.

**Background**

Since 2003, the County has been the recipient of DHS grant funds passed through federal, state and local awards. On September 18, 2007, the Board approved Resolution No. R-1019-07, which authorized the County Mayor to apply for, receive, accept, modify, expend and amend grant funds for Homeland Security Projects. The Homeland Security Grant Program is a primary funding mechanism for building and sustaining national preparedness capabilities. These grants fund a range of preparedness activities, including planning, organization, equipment purchase, training, exercise and management and administrative costs. The core mission of the DHS and OEM for such grant funding is to enhance the ability of state, local, and tribal governments to prepare, prevent, and respond to natural disasters and terrorism. The grant awards from the DHS or OEM are used for projects to: (1) Strengthen Miami-Dade County’s disaster preparedness, response, recovery, mitigation efforts, and resilience; (2) Strengthen Miami-Dade County against potential domestic security incidents, including, but not limited to, terrorism; and (3) Ready Miami-Dade County, the State of Florida, and the nation for catastrophic disasters. Such projects must be aligned with the goals, objectives, and core capabilities found in the National Preparedness Goal, attached to the resolution and incorporated therein as Attachment A, the Florida Domestic Security Strategic Plan 2021-2023, attached to the resolution and incorporated herein as Attachment B, and the Miami-Dade County 2020 Emergency Preparedness Report, attached to the resolution and incorporated therein as Attachment C.

Specifically, DHS funds various grant programs including the following, which have been awarded to the County: the Urban Areas Security Initiative, the Hazard Mitigation Grant Program (HMGP), Building Resilient Infrastructure Communities Grant, Flood Mitigation Assistance Grant, HMGP Post Fire Grant, Regional Catastrophic Grant Program, Assistance to Firefighter Grants, Fire Prevention & Safety Grants, Staffing for Adequate Fire and Emergency Response Grants, the National Urban Search & Rescue Response System Grants, the Emergency Management Performance Grant, the Port Security Grant Program, the Complex Coordinated Terrorists Attacks Grant, and the Operation Stonegarden Grant Program. Likewise, the County has been awarded the following OEM grants: Hazards Analysis Grant Program, State Homeland Security Grant Program, Citizen Corps Program, and the Citizens Emergency Response Team.

Approval of this resolution will streamline the grant application process for various state and federal grants funded by DHS and OEM, respectively.



JD Patterson  
Chief Public Safety Officer



## MEMORANDUM

(Revised)

**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** July 20, 2021

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 8(E)(3)

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 present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ ) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved *Daniella Leme Carr* Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 8(E)(3)  
7-20-21

RESOLUTION NO. R-682-21

RESOLUTION AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO APPLY FOR, RECEIVE, AND EXPEND GRANT FUNDS FROM THE UNITED STATES DEPARTMENT OF HOMELAND SECURITY ("DHS") AND THE FLORIDA DIVISION OF EMERGENCY MANAGEMENT ("OEM"); AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE GRANT AGREEMENTS AND OTHER NECESSARY DOCUMENTS AND AGREEMENTS FOR RECEIPT AND EXPENDITURE OF SUCH GRANT FUNDS; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE SUBAWARD AGREEMENTS, SUBRECIPIENT AGREEMENTS, OR OTHER AGREEMENTS AND NECESSARY DOCUMENTS WITH MUNICIPALITIES FOR THE RECEIPT OR AWARD OF DHS OR OEM GRANT FUNDS FOR CERTAIN PROJECTS IDENTIFIED IN THE NATIONAL PREPAREDNESS GOAL, THE FLORIDA DOMESTIC SECURITY STRATEGIC PLAN 2021 - 2023, OR THE MIAMI-DADE COUNTY 2020 EMERGENCY PREPAREDNESS REPORT; AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE AMENDMENTS OF ALL SUCH AGREEMENTS AND DOCUMENTS AND EXERCISE THE PROVISIONS SET FORTH THEREIN, PROVIDED THAT THE AGREEMENTS AND DOCUMENTS ARE NOT AMENDED TO ALTER THE PURPOSE OR EXTEND THE TERM BEYOND SEVEN YEARS; AND DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO PROVIDE REPORTS

**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:

**Section 1.** Authorizes the County Mayor or the County Mayor’s designee to apply for, receive, and expend grant funds from the United States Department of Homeland Security (“DHS”) and the Florida Department of Emergency Management (“OEM”), for projects to:

1. strengthen Miami-Dade County’s disaster preparedness, response, recovery, mitigation efforts, and resilience;
2. strengthen Miami-Dade County against potential domestic security incidents, including, but not limited to, terrorism; and
3. ready Miami-Dade County, the State of Florida, and the nation for catastrophic disasters. Such projects must be aligned with the goals, objectives, and core capabilities found in the National Preparedness Goal, attached hereto and incorporated herein as Attachment A, the Florida Domestic Security Strategic Plan 2021-2023, attached hereto and incorporated herein as Attachment B, or the Miami-Dade County 2020 Emergency Preparedness Report, attached hereto and incorporated herein as Attachment C.

**Section 2.** Authorizes the County Mayor or County Mayor’s designee to execute grant agreements and other necessary documents and agreements for receipt and expenditure of such grant funds, subject to subsequent approvals by this Board if such agreements or documents propose to commit additional funding from Miami-Dade County and following approval for legal form and sufficiency by the Miami-Dade County Attorney’s Office. Such funding approval shall not include in-kind match funding.

**Section 3.** Authorizes the County Mayor or County Mayor’s designee to execute subaward agreements, subrecipient agreements, or other agreements and necessary documents with municipalities within Miami-Dade County for the receipt or award of DHS or OEM grant

funds for certain qualified projects identified in the National Preparedness Goal, the Florida Domestic Security Strategic Plan 2021-2023, or the Miami-Dade County 2020 Emergency Preparedness Report, subject to subsequent approvals by this Board if such agreements or documents propose to commit additional funding from Miami-Dade County and following approval for legal form and sufficiency by the County Attorney's Office. Such funding approval shall not include in-kind match funding.

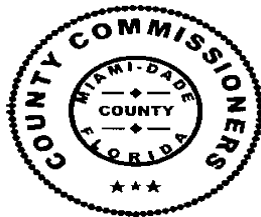
**Section 4.** Authorizes the County Mayor or County Mayor's designee to execute amendments of all such agreements and documents authorized in sections 2 and 3 above and to exercise the provisions set forth therein, provided that the agreements and documents are not amended to alter the purpose or to extend the term beyond seven years.

**Section 5.** Directs the County Mayor or County Mayor's designee to provide annual reports to this Board of all grants applied for and received pursuant to the authority provided herein. Such reports shall be placed on an agenda of this Board pursuant to Ordinance No. 14-65 no later than January 31, commencing on January 31, 2022. At a minimum, the annual reports should include the following information: (1) the granting agency and grant name; (2) whether there are any subgrantees or subrecipients of the grant and the identity of same; (3) the amount of the grant award; (4) a description of the grant project or program and how the grant funds were expended; (5) the grant term; (6) the departments or entities involved in the grant project or program; (7) any provision of in-kind services; and (8) match funds that received prior Board approval.

The foregoing resolution was offered by Commissioner **Sally A. Heyman** , who moved its adoption. The motion was seconded by Commissioner **Kionne L. McGhee** and upon being put to a vote, the vote was as follows:

|                                       |            |                        |            |
|---------------------------------------|------------|------------------------|------------|
| Jose "Pepe" Diaz, Chairman            | <b>aye</b> |                        |            |
| Oliver G. Gilbert, III, Vice-Chairman | <b>aye</b> |                        |            |
| Sen. René García                      | <b>aye</b> | Keon Hardemon          | <b>aye</b> |
| Sally A. Heyman                       | <b>aye</b> | Danielle Cohen Higgins | <b>aye</b> |
| Eileen Higgins                        | <b>aye</b> | Joe A. Martinez        | <b>aye</b> |
| Kionne L. McGhee                      | <b>aye</b> | Jean Monestime         | <b>aye</b> |
| Raquel A. Regalado                    | <b>aye</b> | Rebeca Sosa            | <b>aye</b> |
| Sen. Javier D. Souto                  | <b>aye</b> |                        |            |

The Chairperson thereupon declared this resolution duly passed and adopted this 20<sup>th</sup> day of July, 2021. 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: **Melissa Adames**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

A handwritten signature in dark ink, appearing to be "SG" followed by a horizontal line.

Shanika A. Graves





# National Preparedness Goal

*Second Edition*  
*September 2015*



Homeland  
Security

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## Introduction

Preparedness is the shared responsibility of our entire nation. The whole community contributes, beginning with individuals and communities, the private and nonprofit sectors, faith-based organizations, and all governments (local, regional/metropolitan, state, tribal<sup>1</sup>, territorial, insular area<sup>2</sup>, and Federal). This second edition of the National Preparedness Goal reflects the insights and lessons learned from four years of real world events and implementation of the National Preparedness System.<sup>3</sup>

We describe our security and resilience posture through the core capabilities (see Table 1) that are necessary to deal with the risks we face. We use an integrated, layered, and all-of-Nation approach as our foundation for building and sustaining core capabilities and preparing to deliver them effectively. The National Preparedness Goal is:

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, we achieve the National Preparedness Goal by:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.
- Protecting our citizens, residents, visitors, assets, systems, and networks 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 an incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and the economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by an incident.

The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities. The core capabilities serve as both preparedness tools and a means of structured implementation. All manner of incidents across the whole community have proven the usefulness of the core capabilities and the coordinating structures that sustain and deliver them. These range from

<sup>1</sup> The Federal Government recognizes that the tribal right of self-government flows from the inherent sovereignty of American Indian and Alaska Native Tribes as nations and that federally recognized tribes have a unique and direct relationship with the Federal Government.

<sup>2</sup> Per the Stafford Act, insular areas include Guam, the Commonwealth of the Northern Mariana Islands, American Samoa, and the U.S. Virgin Islands. Other statutes or departments and agencies may define the term insular area differently.

<sup>3</sup> The National Preparedness System outlines an organized process for the whole community to move forward with its preparedness activities and achieve the National Preparedness Goal.

localized and regional incidents, larger events involving both Stafford Act<sup>4</sup> disaster and emergency declarations, and operations conducted under other authorities (e.g., response to an emerging infectious disease outbreak).

Individual and community preparedness is fundamental to our National success. Providing individuals and communities with information and resources will facilitate actions to adapt to and withstand an emergency or disaster. As we have seen in tragic incidents both at home and abroad, anyone can contribute to safeguarding the Nation from harm. Our national resilience can be improved, for example, by raising awareness of the techniques that can save lives through such basic actions as stopping life-threatening bleeding. By providing the necessary knowledge and skills, we seek to enable the whole community to contribute to and benefit from national preparedness. Whole community contributors include children<sup>5</sup>; older adults; individuals with disabilities and others with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; people with limited English proficiency; and owners of animals including household pets and service animals. Their needs and contributions must be integrated into our efforts. Each community contributes to the Goal by individually preparing for the risks that are most relevant and urgent for them individually. By empowering individuals and communities with knowledge and skills they can contribute to achieving the National Preparedness Goal.

We continue to make progress in building and sustaining our national preparedness. The Goal builds on these achievements, but our aspirations must be even higher to match the greatest risks facing our Nation. As we prepare for these challenges, our core capabilities will evolve to meet those challenges.

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<sup>4</sup> The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) authorizes the President to provide financial and other assistance to local, state, tribal, territorial, and insular area governments, as well as Federal agencies, to support Response and Recovery efforts in the wake of emergency or major disaster declarations.

<sup>5</sup> Children require a unique set of considerations across the core capabilities contained within this document. Their needs must be taken into consideration as part of any integrated planning effort.

## Core Capabilities

### Overview

Core capabilities are essential for the execution of each of the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery (see Table 1). The core capabilities are not exclusive to any single government or organization, but rather require the combined efforts of the whole community.

**Table 1: Core Capabilities by Mission Area<sup>6</sup>**

| Prevention                           | Protection                                             | Mitigation                              | Response                                                  | Recovery                       |
|--------------------------------------|--------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------|--------------------------------|
| Planning                             |                                                        |                                         |                                                           |                                |
| Public Information and Warning       |                                                        |                                         |                                                           |                                |
| Operational Coordination             |                                                        |                                         |                                                           |                                |
| Intelligence and Information Sharing |                                                        | Community Resilience                    | Infrastructure Systems                                    |                                |
| Interdiction and Disruption          |                                                        | Long-term Vulnerability Reduction       | Critical Transportation                                   | Economic Recovery              |
| Screening, Search, and Detection     |                                                        | Risk and Disaster Resilience Assessment | Environmental Response/Health and Safety                  | Health and Social Services     |
| Forensics and Attribution            | Access Control and Identity Verification               | Threats and Hazards Identification      | Fatality Management Services                              | Housing                        |
|                                      | Cybersecurity                                          |                                         | Fire Management and Suppression                           | Natural and Cultural Resources |
|                                      | Physical Protective Measures                           |                                         | Logistics and Supply Chain Management                     |                                |
|                                      | Risk Management for Protection Programs and Activities |                                         | Mass Care Services                                        |                                |
|                                      | Supply Chain Integrity and Security                    |                                         | Mass Search and Rescue Operations                         |                                |
|                                      |                                                        |                                         | On-scene Security, Protection, and Law Enforcement        |                                |
|                                      |                                                        |                                         | Operational Communications                                |                                |
|                                      |                                                        |                                         | Public Health, Healthcare, and Emergency Medical Services |                                |
|                                      |                                                        |                                         | Situational Assessment                                    |                                |

<sup>6</sup> Planning, Public Information and Warning, and Operational Coordination are common to all mission areas.

These five mission areas serve as an aid in organizing our national preparedness activities and enabling integration and coordination across core capabilities. The mission areas are interrelated and require collaboration in order to be effective. The National Planning Frameworks and Federal Interagency Operational Plans expand on these relationships, to include how the mission areas and core capabilities are used to achieve the goal of a secure and resilient nation.

Three core capabilities: Planning, Public Information and Warning, and Operational Coordination span all five mission areas. They serve to unify the mission areas and, in many ways, are necessary for the success of the remaining core capabilities. Additionally, a number of core capabilities directly involve more than one mission area and are listed in each mission area as appropriate.

The core capabilities, like the risks we face, are not static. They will be vetted and refined, taking into consideration the evolving risk and, changing resource requirements. Further, there is an expectation that each of the core capabilities will leverage advances in science and technology and be improved through post-event evaluation and assessment.

### ***Risk and the Core Capabilities***

Understanding the greatest risks to the Nation's security and resilience is a critical step in identifying the core capabilities. All levels of government and the whole community should assess and present risk in a similar manner to provide a common understanding of the threats and hazards confronting our Nation. The information gathered during a risk assessment also enables a prioritization of preparedness efforts and an ability to identify our capability requirements across the whole community.

The Strategic National Risk Assessment indicates that a wide range of threats and hazards continue to pose a significant risk to the Nation, affirming the need for an all-hazards, capability-based approach to preparedness planning. Key findings include:

- Natural hazards, including hurricanes, earthquakes, tornadoes, droughts, wildfires, winter storms, and floods, present a significant and varied risk across the country. Climate change has the potential to cause the consequence of weather-related hazards to become more severe.
- A virulent strain of pandemic influenza could kill hundreds of thousands of Americans, affect millions more, and result in economic loss. Additional human and animal infectious diseases, including those undiscovered, may present significant risks.
- Technological and accidental hazards, such as transportation system failures, dam failures, chemical spills or releases, have the potential to cause extensive fatalities and severe economic impacts. In addition, these hazards may increase due to aging infrastructure.
- Terrorist organizations or affiliates may seek to acquire, build, and use weapons of mass destruction (WMD). Conventional terrorist attacks, including those by "lone actors" employing physical threats such as explosives and armed attacks, present a continued risk to the Nation.
- Cyber-attacks can have catastrophic consequences, which in turn, can lead to other hazards, such as power grid failures or financial system failures. These cascading hazards increase the potential impact of cyber incidents. Cybersecurity threats exploit the increased complexity

and connectivity of critical infrastructure systems, placing the Nation's security, economy, and public safety and health at risk.

- Some incidents, such as explosives attacks or earthquakes, generally cause more localized impacts, while other incidents, such as human pandemics, may cause impacts that are dispersed throughout the Nation, thus creating different types of impacts for preparedness planners to consider.

In addition to these findings, climate change has the potential to adversely impact a number of threats and hazards. Rising sea levels, increasingly powerful storms, and heavier downpours are already contributing to an increased risk of flooding. Droughts and wildfires are becoming more frequent and severe in some areas of the country.

Cybersecurity poses its own unique challenges. In addition to the risk that cyber-threats pose to the nation, cybersecurity represents a core capability integral to preparedness efforts across the whole community. In order to meet the threat, preparedness planners must not only consider the unique core capability outlined in the Protection mission area, but must also consider integrating cyber preparedness throughout core capabilities in every mission area.

These findings supported the update of the core capabilities. Additionally, the Response and Recovery mission areas go one step further by focusing on a set of core capabilities based on the impact of a series of cascading incidents. Such incidents would likely stress the abilities of our Nation. A developed set of planning factors, intended to mimic this cascading incident and identify the necessary core capabilities, draws upon three hazards identified by the Strategic National Risk Assessment (i.e., large-scale earthquake, major hurricane, WMD attack).

The risks faced by a community can directly impact those responsible for delivering core capabilities. The whole community must maintain the ability to conduct mission essential functions during an actual hazard or incident to ensure delivery of core capabilities for all mission areas. The scope and magnitude of a catastrophic incident may result in a resource scarce environment. Because such incidents may affect an organization's ability to provide assets, assistance, and services, continuity planning and operations are an inherent component of each core capability and the coordinating structures that provide them. Continuity operations increase resilience and the likelihood that organizations can perform essential functions and deliver core capabilities that support the mission areas.

### ***Mission Area: Prevention***

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas, which are all-hazards by design, Prevention core capabilities are focused specifically on imminent terrorist threats, including on-going attacks or stopping imminent follow-on attacks.

In addition, preventing an imminent terrorist threat will trigger a robust counterterrorism response wherein all instruments of national power may be used to resolve threats and save lives. Prevention also includes activities such as intelligence, law enforcement, and homeland defense as examples of activities conducted to address and resolve the threat.

The terrorist threat is dynamic and complex, and combating it is not the sole responsibility of a single entity or community. Ensuring the security of the homeland requires terrorism prevention through extensive collaboration with government and nongovernmental entities, international

partners, and the private sector. We will foster a rapid, coordinated, all-of-Nation, effective terrorism prevention effort that reflects the full range of capabilities critical to avoid, prevent, or stop a threatened or actual act of terrorism in the homeland.

The Prevention mission area relies on ongoing support activities from across all mission areas that prepare the whole community to execute the core capabilities for preventing an imminent terrorist threat. These activities include information sharing efforts that directly support local communities in preventing terrorism and other activities that are precursors or indicators of terrorist activity and violent extremism.

Table 2 defines and details the Prevention core capabilities and the preliminary targets associated with each.

**Table 2: Prevention Mission Area Core Capabilities and Preliminary Targets**

| <b>Prevention Mission Area Core Capabilities and Preliminary Targets</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b>                                                          | Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                          | <ol style="list-style-type: none"> <li>1. Identify critical objectives during the planning process, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the time frame contemplated within the plan using available resources for prevention-related plans.</li> <li>2. Develop and execute appropriate courses of action in coordination with local, state, tribal, territorial, Federal, and private sector entities in order to prevent an imminent terrorist attack within the United States.</li> </ol>                                                      |
| <b>Public Information and Warning</b>                                    | Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.                                                                                                                                                                                                                                                                                                                |
|                                                                          | <ol style="list-style-type: none"> <li>1. Share prompt and actionable messages, to include National Terrorism Advisory System alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks, consistent with the timelines specified by existing processes and protocols.</li> <li>2. Provide public awareness information to inform the general public on how to identify and provide terrorism-related information to the appropriate law enforcement authorities, thereby enabling the public to act as a force multiplier in the prevention of imminent or follow-on acts of terrorism.</li> </ol> |
| <b>Operational Coordination</b>                                          | Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                          | <ol style="list-style-type: none"> <li>1. Execute operations with functional and integrated communications among appropriate entities to prevent initial or follow-on terrorist attacks within the United States in accordance with established protocols.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                        |



| Prevention Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Forensics and Attribution</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.                                                                                                                                                                                                                                                                                                                                                     |
| <ol style="list-style-type: none"> <li>1. Prioritize physical evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.</li> <li>2. Prioritize chemical, biological, radiological, nuclear, and explosive (CBRNE) material (bulk and trace) collection and analysis to assist in preventing initial or follow-on terrorist acts.</li> <li>3. Prioritize biometric collection and analysis to assist in preventing initial or follow-on terrorist acts.</li> <li>4. Prioritize digital media, network exploitation, and cyber technical analysis to assist in preventing initial or follow-on terrorist acts.</li> </ol>                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Intelligence and Information Sharing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate. |
| <ol style="list-style-type: none"> <li>1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle.</li> <li>2. Share relevant, timely, and actionable information and analysis with local, state, tribal, territorial, Federal, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.</li> <li>3. Ensure local, state, tribal, territorial, Federal, and private sector partners possess or have access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.</li> </ol>                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Interdiction and Disruption</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ol style="list-style-type: none"> <li>1. Maximize our ability to interdict specific conveyances, cargo, and persons associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry into the United States or to prevent an incident from occurring in the Nation.</li> <li>2. Conduct operations to render safe and dispose of CBRNE hazards in multiple locations and in all environments, consistent with established protocols.</li> <li>3. Prevent terrorism financial/material support from reaching its target, consistent with established protocols.</li> <li>4. Prevent terrorist acquisition of and the transfer of CBRNE materials, precursors, and related technology, consistent with established protocols.</li> <li>5. Conduct tactical counterterrorism operations in multiple locations and in all environments, consistent with established protocols.</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Prevention Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Screening, Search, and Detection</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence. |
| <ol style="list-style-type: none"> <li>1. Maximize the screening of targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat or act using technical, non-technical, intrusive, or non-intrusive means.</li> <li>2. Initiate operations immediately to locate persons and networks associated with an imminent terrorist threat or act.</li> <li>3. Conduct CBRNE search/detection operations in multiple locations and in all environments, consistent with established protocols.</li> </ol> |                                                                                                                                                                                                                                                                            |

### ***Mission Area: Protection***

Protection includes the capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

Protection core capabilities are the product of diverse activities. These activities include defense against WMD threats; defense of agriculture and food; critical infrastructure protection<sup>7</sup>; protection of key leadership and events; border security; maritime security; transportation security; immigration security; and cybersecurity.

Table 3 defines and details the Protection core capabilities and the preliminary targets associated with each.

**Table 3: Protection Mission Area Core Capabilities and Preliminary Targets**

| Protection Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.                                                                                                                                                       |
| <ol style="list-style-type: none"> <li>1. Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the time frame contemplated within the plan using available resources for protection-related plans.</li> <li>2. Implement, exercise, and maintain plans to ensure continuity of operations.</li> </ol> |                                                                                                                                                                                                                                                                                                                                                        |
| <b>Public Information and Warning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available. |
| <ol style="list-style-type: none"> <li>1. Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).</li> </ol>                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                        |

<sup>7</sup> See Critical Infrastructure in Appendix A for a full explanation.

| Protection Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operational Coordination</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 1. Establish and maintain partnership structures among Protection elements to support networking, planning, and coordination.                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Access Control and Identity Verification</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 1. Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Cybersecurity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 1. Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.<br>2. Implement and maintain procedures to detect malicious activity and to conduct technical and investigative-based countermeasures, mitigations, and operations against malicious actors to counter existing and emerging cyber-based threats, consistent with established protocols. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Intelligence and Information Sharing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate. |
| 1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle.<br>2. Share relevant, timely, and actionable information and analysis with local, state, tribal, territorial, Federal, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.<br>3. Provide local, state, tribal, territorial, Federal, and private sector partners with or access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Interdiction and Disruption</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1. Deter, detect, interdict, and protect against domestic and transnational criminal and terrorist activities that threaten the security of the homeland across key operational activities and critical infrastructure sectors.<br>2. Intercept the malicious movement and acquisition/transfer of CBRNE materials and related technologies.                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Protection Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Physical Protective Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.                                                |
| <ol style="list-style-type: none"> <li>1. Identify, assess, and mitigate vulnerabilities to incidents through the deployment of physical protective measures.</li> <li>2. Deploy protective measures commensurate with the risk of an incident and balanced with the complementary aims of enabling commerce and maintaining the civil rights of citizens.</li> </ol>                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                            |
| <b>Risk Management for Protection Programs and Activities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.                                                                                                                                                                  |
| <ol style="list-style-type: none"> <li>1. Ensure critical infrastructure sectors and Protection elements have and maintain risk assessment processes to identify and prioritize assets, systems, networks, and functions.</li> <li>2. Ensure operational activities and critical infrastructure sectors have and maintain appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.</li> </ol>                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                            |
| <b>Screening, Search, and Detection</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence. |
| <ol style="list-style-type: none"> <li>1. Screen cargo, conveyances, mail, baggage, and people using information-based and physical screening technology and processes.</li> <li>2. Detect WMD, traditional, and emerging threats and hazards of concern using: <ol style="list-style-type: none"> <li>a. A laboratory diagnostic capability and the capacity for food, agricultural (plant/animal), environmental, medical products, and clinical samples</li> <li>b. Bio-surveillance systems</li> <li>c. CBRNE detection systems</li> <li>d. Trained healthcare, emergency medical, veterinary, and environmental laboratory professionals.</li> </ol> </li> </ol> |                                                                                                                                                                                                                                                                            |
| <b>Supply Chain Integrity and Security</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Strengthen the security and resilience of the supply chain.                                                                                                                                                                                                                |
| <ol style="list-style-type: none"> <li>1. Secure and make resilient key nodes, methods of transport between nodes, and materials in transit.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                            |

### ***Mission Area: Mitigation***

Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private and nonprofit sectors, communities, critical infrastructure, and the Nation as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

Given the trend of increasing impacts from extreme events and catastrophic incidents, hazard mitigation stands as a critical linchpin to reduce or eliminate the long-term risks to life, property,

and well-being. Spanning across community planning, housing, information systems, critical infrastructure, public health, healthcare, and future land use, Mitigation requires an understanding of the threats and hazards that, in turn, feed into the assessment of risk and disaster resilience in the community both now and in the future. The whole community, therefore, has a role in risk reduction, by recognizing, understanding, communicating, and planning for a community's future resilience. Mitigation links the long-term activities of the whole community to reduce or eliminate the risk of threats and hazards developing into disasters and the impacts of the disasters that occur.

Although Mitigation is the responsibility of the whole community, a great deal of mitigation activity occurs at the local level. Individual and community preparedness is fundamental to our success, as preparedness activities contribute to strengthening resilience and mitigate the impact of disasters through adaptability and capacity for rapid recovery. The assessment of risk and resilience must therefore begin at the community level and serve to inform our state, regional, and national planning. For risk information to result in specific risk reduction actions, leaders—whether elected in a jurisdiction, appointed in a given department, a nongovernmental director, a sector official, or in business or community—must have the ability to recognize, understand, communicate, and plan for a community's future resilience. The establishment of trusted relationships among leaders in a community prior to a disaster can greatly reduce the risks to life, property, the natural environment, and well-being. When these leaders are prepared, the whole community matures and becomes better prepared to reduce the risks over the long-term.

Table 4 defines and details the Mitigation core capabilities and the preliminary targets associated with each.

**Table 4: Mitigation Mission Area Core Capabilities and Preliminary Targets**

| <b>Mitigation Mission Area Core Capabilities and Preliminary Targets</b> |                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b>                                                          | Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.                                                                                                                                                         |
|                                                                          | 1. Develop approved hazard mitigation plans that address relevant threats/hazards in accordance with the results of their risk assessment within all local, state, tribal, territorial, and Federal partners.                                                                                                                                          |
| <b>Public Information and Warning</b>                                    | Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available. |
|                                                                          | 1. Communicate appropriate information, in an accessible manner, on the risks faced within a community after the conduct of a risk assessment.                                                                                                                                                                                                         |
| <b>Operational Coordination</b>                                          | Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.                                                                                                                                                            |
|                                                                          | 1. Establish protocols to integrate mitigation data elements in support of operations with local, state, tribal, territorial, and insular area partners and in coordination with Federal agencies.                                                                                                                                                     |

| Mitigation Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Community Resilience</b>                                                                                                                                                                                                                                                                                                                                                                                                             | Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.                                                 |
| <ol style="list-style-type: none"> <li>1. Maximize the coverage of the U.S. population that has a localized, risk-informed mitigation plan developed through partnerships across the entire community.</li> <li>2. Empower individuals and communities to make informed decisions to facilitate actions necessary to adapt to, withstand, and quickly recover from future incidents.</li> </ol>                                         |                                                                                                                                                                                                                                                                                                |
| <b>Long-term Vulnerability Reduction</b>                                                                                                                                                                                                                                                                                                                                                                                                | Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences. |
| <ol style="list-style-type: none"> <li>1. Achieve a measurable decrease in the long-term vulnerability of the Nation against current baselines amid a growing population base, changing climate conditions, increasing reliance upon information technology, and expanding infrastructure base.</li> </ol>                                                                                                                              |                                                                                                                                                                                                                                                                                                |
| <b>Risk and Disaster Resilience Assessment</b>                                                                                                                                                                                                                                                                                                                                                                                          | Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.                                                                                                           |
| <ol style="list-style-type: none"> <li>1. Ensure that local, state, tribal, territorial, and insular area governments and the top 100 Metropolitan Statistical Areas (MSAs) complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.</li> </ol> |                                                                                                                                                                                                                                                                                                |
| <b>Threats and Hazards Identification</b>                                                                                                                                                                                                                                                                                                                                                                                               | Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.                                                           |
| <ol style="list-style-type: none"> <li>1. Identify the threats and hazards within and across local, state, tribal, territorial, and insular area governments, and the top 100 MSAs, in collaboration with the whole community, against a national standard based on sound science.</li> </ol>                                                                                                                                           |                                                                                                                                                                                                                                                                                                |

### **Mission Area: Response**

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.

Communities regularly deal with emergencies and disasters that have fewer impacts than those considered to be the greatest risk to the Nation. In addition, communities may have resident capacities to deal with the public's needs locally for many of these lesser incidents. Catastrophic



incidents require a much broader set of atypical partners to deliver equal access to the Response core capabilities other than those routinely addressed. Community involvement is a vital link to providing additional support to response personnel and may often be the primary source of manpower in the first hours and days after an incident. Because of this, community members should be encouraged to train, exercise, and partner with emergency management officials.

A catastrophic incident with cascading events may impact the execution of applicable laws and policies. Certain circumstances may trigger legal and policy exceptions that better aid delivery of core capabilities. Planners should identify applicable laws and policies with their respective counsel in the pre-planning phase.<sup>8</sup> These challenges should be identified during pre-incident planning to ensure they are accounted for during an incident.

Table 5 defines and details the Response core capabilities and the preliminary targets associated with each.

**Table 5: Response Mission Area Core Capabilities and Preliminary Targets**

| <b>Response Mission Area Core Capabilities and Preliminary Targets</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b>                                                        | Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.                                                                                                                                                                                                                                                                |
|                                                                        | 1. Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.                                                                                                                                      |
| <b>Public Information and Warning</b>                                  | Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.                                                                                                        |
|                                                                        | 1. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions.<br>2. Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery. |

<sup>8</sup> Given the scope and magnitude of a catastrophic incident, waivers, exceptions, and exemptions to policy, regulations, and laws may be available in order to save and sustain life, and to protect property and the environment. However, any such waivers, exceptions, and exemptions must be consistent with laws that preserve human and civil rights and protect individuals with disabilities and others with access and functional needs.

| Response Mission Area Core Capabilities and Preliminary Targets |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operational Coordination</b>                                 | Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                 | <ol style="list-style-type: none"> <li>1. Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident.</li> <li>2. Enhance and maintain command, control, and coordination structures, consistent with the National Incident Management System (NIMS), to meet basic human needs, stabilize the incident, and transition to recovery.</li> </ol>                                                                                                                                                                                                           |
| <b>Critical Transportation</b>                                  | Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                 | <ol style="list-style-type: none"> <li>1. Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.</li> <li>2. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.</li> <li>3. Clear debris from any route type, (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.</li> </ol>                                                                                                                                                                                                                             |
| <b>Environmental Response/Health and Safety</b>                 | Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                 | <ol style="list-style-type: none"> <li>1. Identify, assess, and mitigate worker health and safety hazards and disseminate health and safety guidance and resources to response and recovery workers.</li> <li>2. Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.</li> <li>3. Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.</li> <li>4. Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.</li> </ol> |
| <b>Fatality Management Services</b>                             | Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.                                                                                                                                                                                                                                                                                                        |
|                                                                 | <ol style="list-style-type: none"> <li>1. Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



| Response Mission Area Core Capabilities and Preliminary Targets |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Fire Management and Suppression</b>                          | Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                 | <ol style="list-style-type: none"> <li>1. Provide traditional first response or initial attack firefighting services.</li> <li>2. Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.</li> <li>3. Ensure the coordinated deployment of appropriate local, regional, national, and international fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.</li> </ol>                                                                                                                                                                                                                                                                                                       |
| <b>Infrastructure Systems</b>                                   | Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                 | <ol style="list-style-type: none"> <li>1. Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.</li> <li>2. Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.</li> <li>3. Provide for the clearance, removal, and disposal of debris.</li> <li>4. Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.</li> </ol> |
| <b>Logistics and Supply Chain Management<sup>9</sup></b>        | Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                 | <ol style="list-style-type: none"> <li>1. Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.</li> <li>2. Enhance public and private resource and services support for an affected area.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Mass Care Services</b>                                       | Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                 | <ol style="list-style-type: none"> <li>1. Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.</li> <li>2. Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.</li> <li>3. Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.</li> </ol>                                                                                                                                                                                                                                                                                                                        |

<sup>9</sup> This replaces the previous "Public and Private Services and Resources" core capability.

| Response Mission Area Core Capabilities and Preliminary Targets  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>Mass Search and Rescue Operations</b>                         | <p>Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.</p> <ol style="list-style-type: none"> <li>1. Conduct search and rescue operations to locate and rescue persons in distress.</li> <li>2. Initiate community-based search and rescue support operations across a wide geographically dispersed area.</li> <li>3. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.</li> </ol>                                                                                                                                                                                                                                                                 |
| <b>On-scene Security, Protection, and Law Enforcement</b>        | <p>Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.</p> <ol style="list-style-type: none"> <li>1. Establish a safe and secure environment in an affected area.</li> <li>2. Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.</li> </ol>                                                                                                                                                                                                                                                                                                                 |
| <b>Operational Communications</b>                                | <p>Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.</p> <ol style="list-style-type: none"> <li>1. Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.</li> <li>2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.</li> <li>3. Re-establish critical information networks, including cybersecurity information sharing networks, in order to inform situational awareness, enable incident response, and support the resiliency of key systems.</li> </ol> |
| <b>Public Health, Healthcare, and Emergency Medical Services</b> | <p>Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.</p> <ol style="list-style-type: none"> <li>1. Deliver medical countermeasures to exposed populations.</li> <li>2. Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries and illness.</li> <li>3. Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.</li> </ol>                                                                                                                                                                                                                                                                                       |

| Response Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Situational Assessment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response. |
| <ol style="list-style-type: none"> <li>1. Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.</li> <li>2. Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.</li> </ol> |                                                                                                                                                                      |

### ***Mission Area: Recovery***

Recovery includes those capabilities necessary to assist communities affected by an incident to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence and livelihoods, especially those who experience financial, emotional, and physical hardships. Successful recovery ensures that we emerge from any threat or hazard stronger and positioned to meet the needs of the future. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historic, and environmental fabric.

The ability of a community to accelerate the recovery process begins with its efforts in pre-incident preparedness: increasing resilience; collaborative, inclusive planning; and developing capacity to manage disaster recovery effectively. Developing and maintaining Recovery core capabilities requires a multi-agency, interdisciplinary approach that engages the whole community, including a wide range of service and resource providers and stakeholders.

Whole community and government leaders have primary responsibility for planning and coordinating all aspects of their recovery and ensuring that organizations and individuals that play a key role in recovery are included and actively engaged. Following an incident, a well-coordinated management process allows recovery and community leaders to maintain open and transparent communication, share decision making, expand and engage traditional and non-traditional partners, identify needs and priorities more effectively, reallocate and share existing resources, and identify other potential resources and expertise from both inside and outside the community.

Following any incident, recovery efforts are an opportunity to leverage solutions that increase overall community resilience and capitalize on existing strengths, while addressing weaknesses that may have existed pre-incident. Lessons learned from the post-incident environment on establishing leadership, a coordinating structure, and developing whole community partnerships can help influence pre-incident planning and build capability for future incidents.

Table 6 defines and details the Recovery core capabilities and the preliminary targets associated with each.

**Table 6: Recovery Mission Area Core Capabilities and Preliminary Targets**

| <b>Recovery Mission Area Core Capabilities and Preliminary Targets</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning</b>                                                        | <p>Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.</p> <ol style="list-style-type: none"> <li>1. Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning.</li> <li>2. Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, technology, and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Public Information and Warning</b>                                  | <p>Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.</p> <ol style="list-style-type: none"> <li>1. Reach all populations within the community with effective actionable recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency, protect the health and safety of the affected population, help manage expectations, and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.</li> <li>2. Support affected populations and stakeholders with a system that provides appropriate, current information about any continued assistance, steady state resources for long-term impacts, and monitoring programs in an effective and accessible manner.</li> </ol> |
| <b>Operational Coordination</b>                                        | <p>Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p> <ol style="list-style-type: none"> <li>1. Establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.</li> <li>2. Define the path and timeline for recovery leadership to achieve the jurisdiction's objectives that effectively coordinates and uses appropriate local, state, tribal, territorial, insular area, and Federal assistance, as well as nongovernmental and private sector resources. This plan is to be implemented within the established timeline.</li> </ol>                                                                                                                                                                                                                                        |
| <b>Economic Recovery</b>                                               | <p>Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.</p> <ol style="list-style-type: none"> <li>1. Conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities.</li> <li>2. Ensure the community recovery and mitigation plan(s) incorporates economic revitalization and removes governmental inhibitors to post-disaster economic sustainability, while maintaining the civil rights of citizens.</li> <li>3. Return affected area's economy within the specified time frame in the recovery plan.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                              |

| Recovery Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Health and Social Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community. |
| <ol style="list-style-type: none"> <li>1. Identify affected populations, groups and key partners in short-term, intermediate, and long-term recovery.</li> <li>2. Complete an assessment of community health and social service needs, and prioritize these needs, including accessibility requirements, based on the whole community's input and participation in the recovery planning process, and develop a comprehensive recovery timeline.</li> <li>3. Restore health care (including behavioral health), public health, and social services functions.</li> <li>4. Restore and improve the resilience and sustainability of the health care system and social service capabilities and networks to promote the independence and well-being of community members in accordance with the specified recovery timeline.</li> </ol> |                                                                                                                                                                                                |
| <b>Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.                                                     |
| <ol style="list-style-type: none"> <li>1. Assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing.</li> <li>2. Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.</li> <li>3. Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing within the specified time frame in the recovery plan.</li> </ol>                                                                                                                                                                                              |                                                                                                                                                                                                |
| <b>Infrastructure Systems</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.         |
| <ol style="list-style-type: none"> <li>1. Restore and sustain essential services (public and private) to maintain community functionality.</li> <li>2. Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.</li> <li>3. Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.</li> </ol>                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                |

| Recovery Mission Area Core Capabilities and Preliminary Targets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Natural and Cultural Resources</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders. |
| <ol style="list-style-type: none"><li>1. Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.</li><li>2. Mitigate the impacts to and stabilize the natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.</li><li>3. Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.</li><li>4. Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team in accordance with the specified timeline in the recovery plan.</li></ol> |                                                                                                                                                                                                                                                                                                                                                                          |

## Conclusion and Next Steps

The Goal is designed to prepare our Nation for the risks that will severely stress our collective capabilities and resources. Each community contributes to the Goal by assessing and preparing for the risks that are most relevant and urgent for them individually, which in turn strengthens our collective security and resilience as a Nation. National preparedness is strengthened through collaboration and cooperation with international partners, including working closely with Canada and Mexico, with whom we share common borders.

The National Preparedness Goal is the cornerstone of implementing the National Preparedness System. Several National Preparedness System components contribute to building, sustaining, and delivering the core capabilities described in the National Preparedness Goal. These include:

- A National Planning System, which supports the integration of planning across all levels of government and the whole community to provide an agile, flexible, and accessible delivery of the core capabilities.
- A series of National Frameworks and Federal Interagency Operational Plans. The National Frameworks address the roles and responsibilities across the whole community to deliver the core capabilities. The Federal Interagency Operational Plans address the critical tasks, responsibilities, and resourcing, personnel, and sourcing requirements for the core capabilities.
- A National Preparedness Report, which provides a summary of the progress being made toward building, sustaining, and delivering the core capabilities described in the Goal. The annual National Preparedness Report provides an opportunity to measure the advancement the whole community has made in preparedness and to identify where challenges remain.
- A Campaign to Build and Sustain Preparedness, which provides an integrating structure for new and existing community-based, nonprofit, and private sector preparedness programs, research and development activities to include post-event evaluation of the use of science and technology tools, and preparedness assistance.

The results of these efforts inform current and future budget planning and decisions. Analysis of current performance against intended capabilities and associated performance measures can enable the whole community to individually and collectively determine necessary resource levels, inform resource allocation plans, and guide Federal preparedness assistance. This detailed information can augment assessments of budget implications across the preparedness enterprise. This approach allows for annual adjustments based on updated priorities and resource posture.

This National Preparedness Goal is a living document; regular reviews of the Goal will ensure consistency with existing and new policies, evolving conditions, and the National Incident Management System. These periodic reviews of the National Preparedness Goal will evaluate the Nation's progress toward building, sustaining, and delivering the core capabilities that are essential to a secure and resilient Nation.

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## Appendix A: Terms and Definitions

**Access and Functional Needs:** Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are older adults; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.

**All-of-Nation:** See Whole Community.

**All Hazard:** A threat or an incident, natural or manmade, that warrants action to protect life, property, the environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. It includes natural disasters, cyber incidents, industrial accidents, pandemics, acts of terrorism, sabotage, and destructive criminal activity targeting critical infrastructure. This also includes the effects climate change has on the threats and hazards.

**Animal:** Animals include household pets, service and assistance animals, working dogs, livestock, wildlife, exotic animals, zoo animals, research animals, and animals housed in shelters, rescue organizations, breeding facilities, and sanctuaries.

**Community:** Unified groups that share goals, values, or purposes; they may exist within geographic boundaries or unite geographically dispersed individuals. Communities bring people together in different ways for different reasons, but each provides opportunities for sharing information and promoting collective action.

**Coordinating Structures:** Groups composed of representatives from multiple departments or agencies, public and/or private sector organizations, or a combination of these for the purpose of facilitating the preparedness and delivery of capabilities. They share information and provide guidance, support, and integration to aid in the preparedness of the whole community and building resilience at the local, regional, and national levels.

**Core Capabilities:** Distinct critical elements necessary to achieve the National Preparedness Goal.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. The Nation's critical infrastructure is composed of 16 sectors: chemical; commercial facilities; communications; critical manufacturing; dams; defense industrial base; emergency services; energy; financial services; food and agriculture; government facilities; healthcare and public health; information technology; nuclear reactors, material, and waste; transportation systems; and water and wastewater systems.

**Cultural Resources:** Aspects of a cultural system that are valued by or significantly representative of a culture or that contain significant information about a culture.

**Cybersecurity:** The process of protecting information by preventing, detecting, and responding to attacks.

**Disability:** A physical or mental impairment that substantially limits one or more major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment. This does not apply to impairments that are transitory and minor. A transitory impairment is an impairment with an actual or expected duration of six months or less.

**Imminent Threat:** Intelligence or operational information that warns of a credible, specific, and impending terrorist threat or ongoing attack against the United States.

**Intelligence Cycle:** The process of developing raw information into finished intelligence for policymakers, military commanders, law enforcement partners, and other consumers to use in making decisions. The cycle is highly dynamic and continuous. For the purposes of the National Prevention Framework, there are six steps in the intelligence cycle: planning and direction (establish the intelligence requirements of the consumer); collection (gather the raw data required to produce the desired finished product); processing and exploitation (convert the raw data into comprehensible form that is usable for producing the finished product); analysis and production (integrate, evaluate, analyze, and prepare the processed information for inclusion in the finished product); dissemination (deliver the finished product to the consumer who requested it and to others as applicable); and evaluation and feedback (acquire continual feedback during the cycle that aids in refining each individual stage and the cycle as a whole).

**Mission Areas:** Groups of core capabilities, including Prevention, Protection, Mitigation, Response, and Recovery.

**Mitigation:** The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

**National Health Security:** The Nation and its people are prepared for, protected from, and resilient in the face of health threats or hazards with potentially negative health consequences.

**National Preparedness:** The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.

**Prevention:** The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework, the term “prevention” refers to preventing imminent threats.

**Protection:** The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

**Recovery:** The capabilities necessary to assist communities affected by an incident to recover effectively.

**Resilience:** The ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

**Response:** The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

**Risk Assessment:** A product or process that collects information and assigns a value to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.

**Security:** The protection of the Nation and its people, vital interests, and way of life.

**Stabilization:** The process by which the immediate impacts of an incident on community systems are managed and contained.

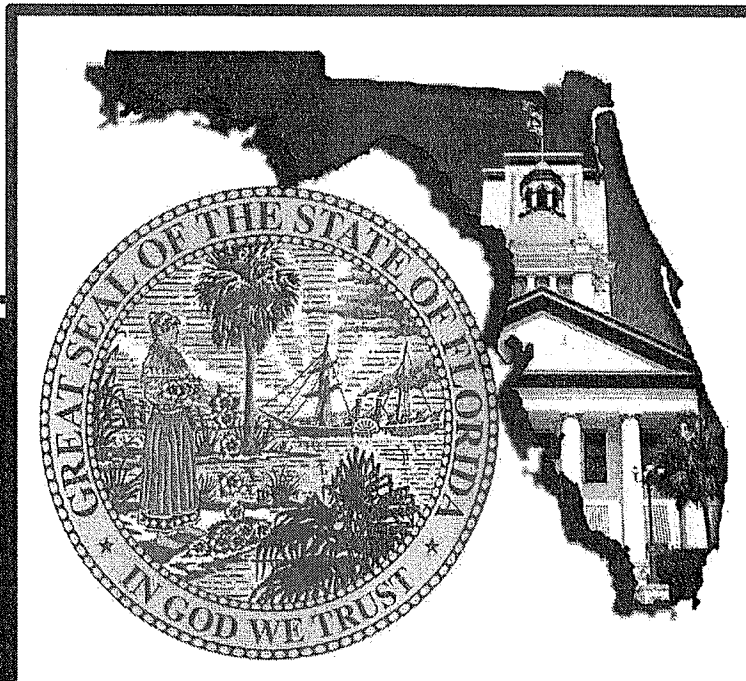
**Steady State:** A condition where operations and procedures are normal and ongoing. Communities are considered to be at a steady state prior to disasters and after recovery is complete.

**Terrorism:** Any activity that involves an act that is 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; and, appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping. (Note that although the definition of terrorism includes both domestic and international acts of terrorism, the scope of the planning system is the prevention and protection against acts of terrorism in the homeland.)

**Weapons of Mass Destruction:** Materials, weapons, or devices that are intended or capable of causing death or serious bodily injury to a significant number of people through release, dissemination, or impact of toxic or poisonous chemicals or precursors, a disease organism, or radiation or radioactivity, to include, but not limited to, biological devices, chemical devices, improvised nuclear devices, radiological dispersion devices, and radiological exposure devices.

**Whole Community:** A focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships. Used interchangeably with “all-of-Nation.”

# FLORIDA DOMESTIC SECURITY STRATEGIC PLAN 2021-2023



Approved by the Domestic Security Oversight Council on July 23, 2020.

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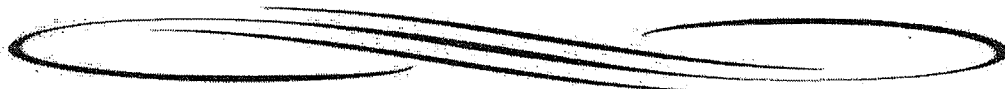
# Florida Domestic Security Strategic Plan 2021-2023

## VISION STATEMENT

A safe, secure, and resilient Florida.

## MISSION STATEMENT

Partnering to strengthen Florida's capability to prepare, prevent, protect, mitigate, respond, and recover from domestic security incidents.



## GOALS

- Goal 1.**PREPARE** for domestic security incidents and events.
- Goal 2.**PREVENT** and deter acts of terrorism.
- Goal 3.**PROTECT** our residents, visitors, and critical infrastructure against acts of terrorism.
- Goal 4.**MITIGATE** the impact of an incident to preserve life, property, and the environment.
- Goal 5.**RESPOND** utilizing NIMS framework in an immediate and coordinated manner focused on saving lives, stabilizing community life-lines, protecting property and the environment, and meeting basic human needs.
- Goal 6.**RECOVER** quickly and effectively following an incident.



## **GOAL 1: Prepare for domestic security related incidents and events.**

Objective 1.1: Planning - Develop and maintain strategic, operational plans, policies and/or procedures to meet defined goals as outlined by the plan to prevent and preempt against current and emerging threats. Review annually.

Objective 1.2: Public Education & Awareness - Support the development, maintenance, and dissemination of coordinated, timely, reliable, and actionable information to prepare and educate the whole community as it relates to domestic security.

Objective 1.3: Operational Coordination - Mandate the use of the National Incident Management System (NIMS) for an event and/or incident.

Objective 1.4: Enhancing Capabilities - Identify and enhance capabilities through planning, training, equipping, and exercising.

## **GOAL 2: Prevent and deter acts of terrorism.**

Objective 2.1: Information and Intelligence Sharing - Recognize, gather, analyze, and share terrorism information and intelligence with public and private partners incorporating the established fusion process.

Objective 2.2: Interdiction of Threats - Ensure collaboration with public and private partners to investigate and interdict actionable threats.

Objective 2.3: Identify Current and Emerging Threats - Monitor and analyze national and international trend patterns to identify current and emerging threats.

## **GOAL 3: Protect our residents, visitors and critical infrastructure against acts of terrorism.**

Objective 3.1: Access Control and Identity Verification - Provide physical and virtual measures to control access to critical locations and systems.

Objective 3.2: Cyber Terrorism - Protect against the unauthorized access, control, release, exploitation of, or damage to electronic communications systems, data, and services.

Objective 3.3: Physical Protective Measures - Reduce risks by protecting borders, coastline, soft targets, and critical infrastructure facilities through appropriate physical security measures.

## **GOAL 4: Mitigate the impact of an incident to preserve life, property, and the environment.**

Objective 4.1: Community Resilience - Promote resilience through education, participation, and informed decision making to assist communities to adapt, withstand, and recover from incidents.

Objective 4.2: Long-Term Vulnerability Reduction - Build and sustain systems, processes, policies, and procedures to reduce the severity and duration of adverse long-term consequences to improve resilience following incidents.

Objective 4.3: Risk and Resilience Assessment - Promote the use of risk assessments to improve the overall safety and security of the population and infrastructure to reduce recovery time.

## **GOAL 5: Respond utilizing NIMS framework in an immediate and coordinated manner focused on saving lives, stabilizing community life-lines, protecting property and the environment, and meeting basic human needs.**

Objective 5.1: Evacuation - Implement plans or methods to evacuate and receive people and animals from affected areas.

Objective 5.2: Critical Incident Access - Ensure access for vital personnel, equipment, and services into and out of the affected areas.

Objective 5.3: Mass Search and Rescue Operations - Rapidly deploy search and rescue resources to save lives.

Objective 5.4: On-Scene Security and Protection - Provide a safe and secure environment within the affected area.

Objective 5.5: Operational Communications - Deploy interoperable communication platforms for public safety entities.

Objective 5.6: Public Messaging and Risk Communications - Ensure timely release of information to the public for situational awareness using available platforms.

Objective 5.7: Public and Private Services and Resources - Provide essential public and private services and resources to the affected communities.

Objective 5.8: Healthcare System Response - Support the delivery of healthcare and related functions during incidents.

Objective 5.9: Victim and Witness Management Services - Provide incident investigation resources and family reunification. Provide victim and witness services including counseling, body recovery, victim identification, and temporary mortuary services.

Objective 5.10: Chemical, Biological, Radiological, Nuclear, and Explosive materials (CBRNE) - Deploy appropriately typed response teams to CBRNE incidents.

Objective 5.11: Cyber Incident Response- Deploy a cyber disruption response team to investigate and mitigate the effect of, and assist in the recovery from cyber incidents.

## **GOAL 6: Recover quickly and effectively following an incident**

Objective 6.1: Post Incident Recovery - Assist state and local efforts to return the community to pre-incident levels.

## Appendix 1: Acronyms

|       |                                                         |
|-------|---------------------------------------------------------|
| AHCA  | Agency for Health Care Administration                   |
| CI    | Critical Infrastructure                                 |
| DFS   | Department of Financial Services                        |
| DOE   | Department of Education                                 |
| DOH   | Department of Health                                    |
| DOT   | Department of Transportation                            |
| DSCG  | Domestic Security Coordinating Group                    |
| DST   | Department of State Technology                          |
| EM    | Emergency Management                                    |
| ESF   | Emergency Support Function                              |
| FDACS | Florida Department of Agriculture and Consumer Services |
| FDEM  | Florida Division of Emergency Management                |
| FDLE  | Florida Department of Law Enforcement                   |
| IT    | Information Technology                                  |
| JTTF  | Joint Terrorism Task Force                              |
| NGO   | Non-Governmental Organization                           |
| PRR   | Planning, Response, and Recovery (focus group)          |
| RDSTF | Regional Domestic Security Task Force                   |
| SFM   | State Fire Marshal                                      |
| SRT   | Specialty Response Teams (focus group)                  |
| UASI  | Urban Area Security Initiative                          |

## Appendix 2: Partner Responsibility

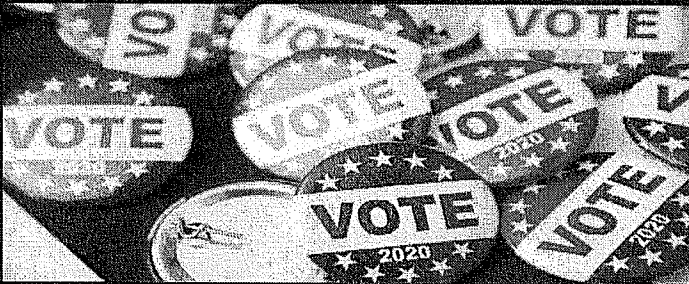
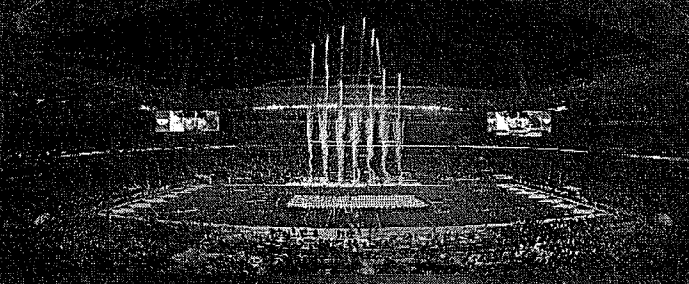
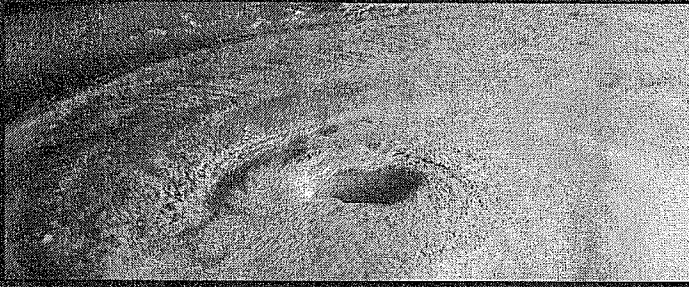
| Objective | Responsible Partners                                          |
|-----------|---------------------------------------------------------------|
| 1.1       | DSCG Focus Groups                                             |
|           | RDSTF                                                         |
|           | State Partners                                                |
|           | UASI Partners                                                 |
| 1.2       | DSCG Focus Groups                                             |
|           | RDSTF                                                         |
|           | Fusion Centers                                                |
| 1.3       | DSCG Focus Groups                                             |
|           | RDSTF                                                         |
|           | State Partners                                                |
|           | UASI Partners                                                 |
|           | Local Partners                                                |
|           | Private Partners                                              |
| 2.1       | Fusion Centers                                                |
|           | Intelligence Officers                                         |
|           | JTTF                                                          |
|           | State Intelligence entities                                   |
|           | Local Intelligence entities                                   |
| 2.2       | Law Enforcement                                               |
|           | Investigative agencies                                        |
|           | Fusion Centers                                                |
| 2.3       | Fusion Centers                                                |
|           | Intelligence Partners                                         |
| 3.1       | State Organizations/Stakeholders                              |
|           | Local Organizations/Stakeholders                              |
|           | Private Organizations/Stakeholders                            |
| 3.2       | System Owners                                                 |
|           | DST                                                           |
|           | Public/private IT professionals                               |
|           | End users                                                     |
| 3.3       | Entity which owns/occupies the facility in need of protection |
|           | State Entities                                                |
|           | Local Entities                                                |

|     |                                                      |
|-----|------------------------------------------------------|
|     | Private Entities                                     |
|     | Public Entities                                      |
|     | Law Enforcement                                      |
|     |                                                      |
| 4.1 | Local (and tribal) partners; both public and private |
|     | The whole community                                  |
|     |                                                      |
| 4.2 | FDEM                                                 |
|     | DOH                                                  |
|     | Law Enforcement                                      |
|     | Fire Rescue                                          |
|     | Local EM                                             |
|     | PRR Focus Group                                      |
|     | Cyber Terrorism Focus Group                          |
|     | CI/Education Focus Group                             |
|     |                                                      |
| 4.3 | FDLE                                                 |
|     | DOE                                                  |
|     | RDSTF                                                |
|     | UASI                                                 |
|     | CI/Education Focus Group                             |
|     | Public and Private Stakeholders                      |
|     |                                                      |
| 5.1 | FDEM                                                 |
|     | FDACS                                                |
|     | Florida Highway Patrol                               |
|     | Local EM                                             |
|     | Local Law Enforcement                                |
|     |                                                      |
| 5.2 | FDEM                                                 |
|     | DOT                                                  |
|     | ESF-16                                               |
|     |                                                      |
| 5.3 | SRT Focus Group                                      |
|     | DFS/SFM                                              |
|     |                                                      |
| 5.4 | All First Responders                                 |
|     |                                                      |
| 5.5 | Communications Focus Group                           |
|     | RDSTF                                                |
|     | DMS                                                  |
|     | ESF-2                                                |
|     | Local Agencies                                       |
|     |                                                      |
| 5.6 | FDLE                                                 |

|      |                                          |
|------|------------------------------------------|
|      | DOH                                      |
|      | Local Law Enforcement                    |
|      | Local EM                                 |
|      |                                          |
| 5.7  | FDEM                                     |
|      | DOH                                      |
|      | Local EM                                 |
|      | Public and Private Stakeholders          |
|      |                                          |
| 5.8  | DOH                                      |
|      | AHCA                                     |
|      | Health Care Coalitions                   |
|      | Public and Private Health Care Providers |
|      |                                          |
| 5.9  | FDLE                                     |
|      | FDEM                                     |
|      | DOH                                      |
|      | DOE                                      |
|      | Law Enforcement                          |
|      | First Responders                         |
|      | NGO's                                    |
|      | Public and Private Stakeholders          |
|      | PRR Focus Group                          |
|      |                                          |
| 5.10 | RDSTF                                    |
|      | SRT Focus Group                          |
|      | FDEM                                     |
|      | DFS/SFM                                  |
|      |                                          |
| 5.11 | Cyber Terrorism Focus Group              |
|      | FDEM                                     |
|      | DMS                                      |
|      | FDLE                                     |
|      | Office of the Attorney General           |
|      |                                          |
| 6.1  | FDEM                                     |
|      | FDLE                                     |
|      | DOH                                      |
|      | State and Local Law Enforcement          |
|      | Local EM                                 |
|      | PRR Focus Group                          |
|      | Public and Private Stakeholders          |
|      | The whole community                      |

# 2020

# EMERGENCY PREPAREDNESS REPORT



Prepared By  
Miami-Dade Fire Rescue,  
Office of Emergency Management







Dear colleagues,

As we reflect on the enormous challenges of the past year, we are more grateful than ever to the Miami-Dade County's Office of Emergency Management (OEM) for their year-round efforts to lead our community's disaster preparedness, response, recovery, and mitigation needs. While the pandemic was unprecedented in so many ways, it's the mission and function of OEM to ensure we are prepared for any emergency scenario and they certainly proved that this year. The **2020 Emergency Preparedness Report** outlines Miami-Dade County's level of preparedness and how these efforts are continually maintained and enhanced through planning, training, exercise, and mutual aid. The report also highlights important programs and initiatives that ensure the safety and wellbeing of all County residents and visitors.

Some of the highlights in the attached report:

- ✓ **OEM's all-hazards approach in action.** When we think of Emergency Management in Miami-Dade County, we tend to concentrate on hurricanes – but OEM focuses on an all-hazards approach. 2020 brought new challenges and OEM rose to the occasion as they have throughout our community's history, to help lead our response and recovery efforts throughout the pandemic. In addition to COVID operations, in 2020, OEM activated the Emergency Operations Center (EOC) for Super Bowl LIV, demonstrations in the wake of George Floyd's death, three tropical cyclones, and the 2020 elections. This year's report includes a synopsis of the County's COVID-19 and other emergency response operations conducted in coordination with Federal, State, and local partners.
- ✓ **Training and exercise programs.** Training and exercise are a key component of preparedness – ensuring departments and agencies at all levels of government, nongovernmental organizations, and the private sector can work seamlessly through all phases of emergency management and better prepare for incidents and disasters. OEM conducts various annual exercises to test, evaluate, and improve upon existing plans, such as the Turkey Point Nuclear Power Plant Functional Exercise. OEM coordinates with public safety agencies to ensure the safety of our community during National Special Security Events (e.g. the Super Bowl), and develops response efforts for other countywide incidents, such as a Complex Coordinated Terrorist Attack.
- ✓ **Communication and mitigation.** OEM also invests time throughout the year in educating the public, taking a whole-community approach that includes participating in community outreach events and developing emergency preparedness materials. To further reduce the impact of current and future hazards, the County implements a Local Mitigation Strategy that is approved by the Federal Emergency Management Agency (FEMA). For every dollar invested in mitigation we save an estimated \$4 in potential losses, and our Local Mitigation Strategy ensures Miami-Dade is more resilient and better-prepared for any incidents and better positioned to rebuild stronger following a disaster.
- ✓ **Accreditation.** Accreditation recognizes success in successfully bringing together personnel, resources, and communications from across agencies and organizations to prepare for all types of incidents. Our public safety departments excel in acquiring reputable accreditations within their fields. OEM received accreditation from the Emergency Management Accreditation Program (EMAP) in 2012, a gold standard for emergency management agencies. Additionally, Miami-Dade Fire Rescue has maintained Commission on Fire Accreditation International (CFAI) accreditation since 2010; the Miami-Dade Police Department maintains its dual accreditation with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the Commission for Florida Law Enforcement Accreditation, Inc. (CFA); and Miami-Dade Corrections and Rehabilitation maintains its American Correctional Association (ACA) accreditation. The County is a *Hurricane Strong* and a StormReady® Community – designations given to communities that take a proactive approach to improving hazardous weather operations, elevating hurricane resilience, and strengthening local safety programs.

I am grateful and proud of how OEM has distinguished itself as a local and national leader in emergency preparedness and response. From hurricanes to vaccines, we count on this team to take care of our community year-round. You prepare us not just for current threats but evolving ones, like the growing impact of extreme heat. OEM is always ready, via mobile app or mobile van, to leap into action. Please join me in celebrating our successes and investing in a safer future for all – as we work together to get shots in arms. Finally putting the pandemic behind us through widespread immunity is the best way to honor OEM, and all our first responders, after a year of sacrifice and dedication.

Sincerely,  
Mayor Daniella Levine Cava

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# EXECUTIVE SUMMARY

This Annual Emergency Preparedness Report fulfills the requirement of Chapter 8B-7, §5, of the Miami-Dade County Code of Ordinances, which specifies that an annual written Emergency Preparedness Report be presented to the Miami-Dade County Board of County Commissioners (the Board). This report ensures that the Board is informed on the status of Miami-Dade County's ability 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 Florida Statute 252. The time period covered in this document is from January 1, 2020 through December 31, 2020.

This Report outlines Miami-Dade County's level of preparedness and how it is maintained and improved upon through planning, training, exercise and mutual aid. It is inclusive of those programs managed by the County's public safety agencies that thrive to ensure the general safety and well-being of all segments of the County's population. Without defining protected or sensitive information, it provides insight into the County's Homeland Security capabilities and sustainability.

### THE FOLLOWING IS A SUMMARY OF THE MAJOR COMPONENTS OF THE REPORT

- Public safety programs and campaigns designed to maintain or enhance the general public safety-centric aspects requisite for any large, metropolitan area. These programs serve to support the effectiveness of local law enforcement, fire rescue, corrections and emergency management agencies.
- Preparedness, through a standard cycle, assesses the risks, analyzes the consequences and identifies the County's disaster response and recovery capabilities. Preparedness is maintained and enhanced through plan development, training and exercise.
- Community outreach advances general community safety and preparedness. This measure is supported through a variety of avenues, such as attendance at community events, broadcast and print media, and social media programs.
- Homeland Security competency is supported by a capabilities-based approach to planning, allocating resources, and assessing levels of preparedness. Specialized training and exercise support this preparedness initiative.
- Response and Recovery are programs that facilitate the phases of Emergency Management; including partner, stakeholders and professional public safety resources.
- Mutual Aid Agreements that include County, State and Federal resources.

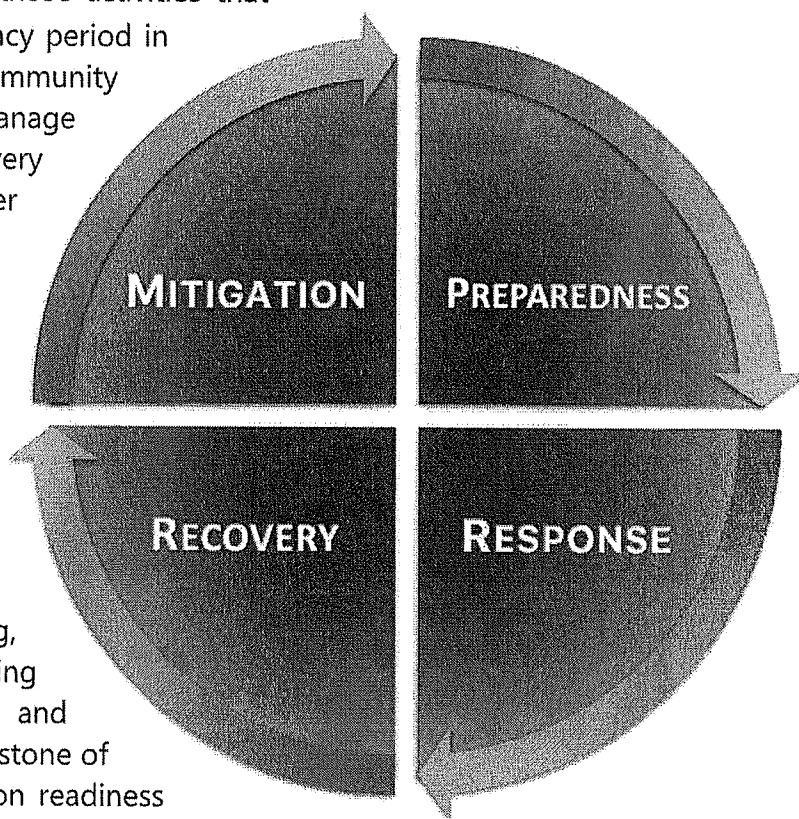
# PHASES OF EMERGENCY MANAGEMENT

**MITIGATION** is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. Mitigation involves structural and non-structural measures taken to limit the impact of disasters and emergencies. Structural mitigation actions change the characteristics of buildings or the environment; examples include flood control projects, raising building elevations, and clearing areas around structures. Non-structural mitigation most often entails adopting or changing building and zoning codes.

**RECOVERY** consists of those activities that continue beyond the emergency period in order to restore critical community functions and begin to manage stabilization efforts. The recovery phase begins immediately after the threat to human life has subsided. The goal of the recovery phase is to bring the affected area(s) back to some degree of normalcy.

**PREPAREDNESS** is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Training and exercising plans are the cornerstone of preparedness, which focuses on readiness to respond to all-hazards incidents and emergencies.

**RESPONSE** is comprised of the coordination and management for resources (including personnel, equipment, and supplies) utilizing the Incident Command System (ICS) in an all-hazards approach and measures taken for life, property, and environmental safety. The response phase is a reaction to the occurrence of a disaster or emergency.

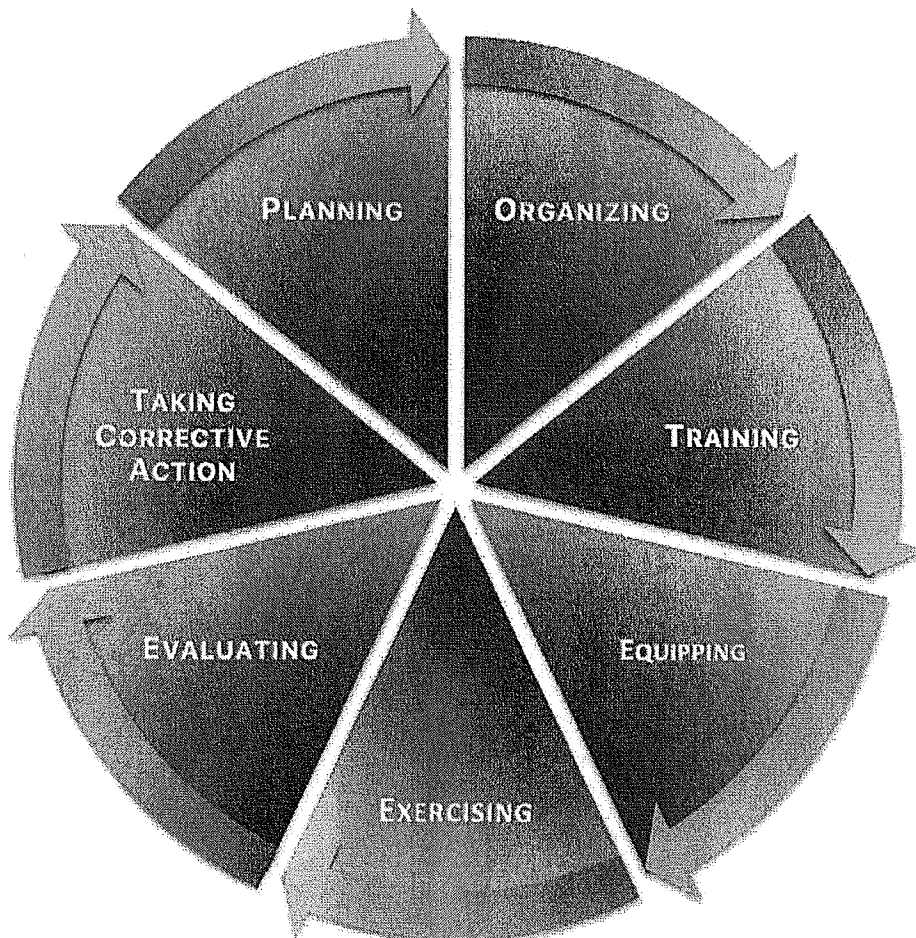


# PREPAREDNESS

The National Incident Management System (NIMS) refers to preparedness as a continuous cycle consisting of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Each component of the cycle serves as an element of a system to prevent, respond to, recover from, and mitigate against natural, technological and human-caused disasters.

In 2006, the Board by Resolution R-326-06 designated NIMS as the incident management system for Miami-Dade County. Implementing NIMS allows the County to work within the concepts outlined in the National Preparedness System. Its activities are all intended to achieve the National Preparedness Goal, which defines what it means for the whole community to be prepared for any natural, technological or human-caused disaster, including acts of terrorism. The Goal consists of a set of core capabilities which are organized into five (5) mission areas: Prevention, Protection, Mitigation, Response, and Recovery.

The strategies and initiatives highlighted in this section serve to promote public awareness and engagement in disaster preparedness, general safety and welfare. It features programs that enhance knowledge and skills of Miami-Dade County personnel and the community.





### #HURRICANESTRONG



#HurricaneStrong is part of the *National Hurricane Resilience Initiative* created in 2016 to improve hurricane preparedness, mitigation, and overall readiness through increased public awareness and engagement. The Initiative consists of a partnership between the Federal Alliance for Safe Homes (FLASH), the Federal Emergency Management Agency (FEMA), the National Oceanic and Atmospheric Administration (NOAA) and The Weather Channel. The #HurricaneStrong initiative follows five (5) key messages to promote and elevate hurricane resilience:

Personal  
Safety

Family  
Preparedness

Financial  
Security

Damage  
Prevention

Community  
Service

In May 2018, Miami-Dade County was selected as the second county in the nation to receive the designation of a #HurricaneStrong community. This was a result of the County's profound commitment to a more resilient community by continuously improving the County's resiliency after a disaster.

### STORMREADY®

The National Weather Service (NWS) created the StormReady® Program to encourage communities to take a proactive approach on improving hazardous weather operations and strengthen their local safety programs. To receive this recognition the community or county must establish a 24-hour warning point and Emergency Operations Center (EOC), have more than one way to receive severe weather warnings and forecasts to alert citizens, have a system that monitors weather conditions locally, promote public readiness and develop a formal hazardous weather plan.



Miami-Dade County has been a StormReady® Community since 2002 and was awarded this status again in March 2020. Additionally, there are eight (8) StormReady® Communities within Miami-Dade County.

City of Doral

City of  
Homestead

City of Miami  
Beach

City of North  
Miami

Florida  
International  
University

Miami-Dade  
College

St. Thomas  
University

University of  
Miami

### **READY SOUTH FLORIDA**

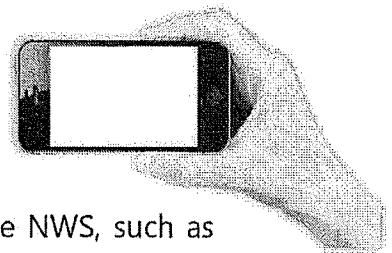
Ready South Florida is an outreach campaign created in a joint partnership between county Emergency Management agencies from Miami-Dade, Palm Beach, Broward and Monroe. It was created to promote a common preparedness message and encourage South Florida residents to be "Ready" for any type of disaster by following these four (4) steps:



The Ready South Florida campaign information and promotional materials can be accessed via the following website: [www.ReadySouthFlorida.com](http://www.ReadySouthFlorida.com).

### **MIAMI-DADE ALERTS**

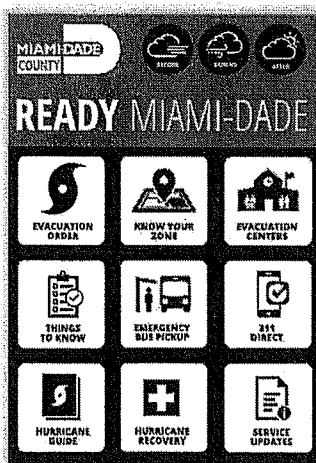
Miami-Dade Alerts is a free subscription service that enables County residents and visitors to receive emergency texts and/or emails regarding public safety issues, recommended public protective actions, or other emergency information.



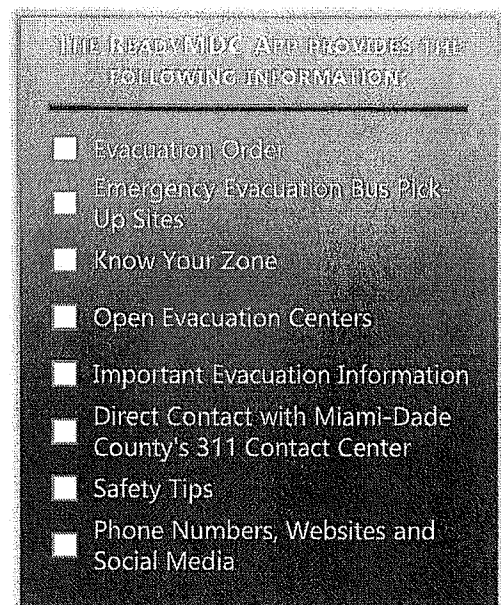
Miami-Dade Alerts provides weather advisory notifications issued by the NWS, such as tornado, tropical storm and hurricane warnings, or any other emergency which may require protective actions. Residents and visitors who live or work in Miami-Dade County are encouraged to register for this notification service online at: [www.miamidade.gov/alerts](http://www.miamidade.gov/alerts).

### **READYMDC APP**

Ready Miami-Dade County (ReadyMDC) is a free hurricane preparedness and decision-making support mobile application available to the residents and visitors of Miami-Dade County.



ReadyMDC provides users with access to various local preparedness resources and materials, such as the Miami-Dade County Hurricane Readiness Guide and Storm Surge Planning Zones online education page. Additionally, the Ready MDC App provides real-time information that is available before, during and after a storm. This application is available for Android and iOS devices.



### *MIAMI-DADE COUNTY CITIZEN CORPS*

Citizen Corps is a program under the U.S. Department of Homeland Security (DHS) that provides emergency preparedness and public safety training and skill development opportunities to the whole community. The Citizen Corps Council meets quarterly, under the guidance of Miami-Dade County Office of Emergency Management (OEM) and supports volunteer recruitment and retention initiatives for its partner programs. To support its preparedness and volunteer mission, the Citizen Corps hosts several "Safety Days" throughout the year.

# 2,892

## Volunteers

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### **MIAMI-DADE COUNTY COMMUNITY EMERGENCY RESPONSE TEAM**

Augments the professional public safety personnel by providing basic first responder skills and knowledge to individuals and cohesive groups.

# 198

## Volunteers

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### **MIAMI-DADE COUNTY MEDICAL RESERVE CORPS**

Recruits volunteer from the public health and medical fields, as well as everyday citizens to improve the health and safety of our communities.

***citizen***  ***corps council***  
*Uniting our communities – preparing our residents*

# 101

## Volunteers

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### **MIAMI-DADE POLICE DEPARTMENT CITIZENS' VOLUNTEER PROGRAM**

Allows community members to offer their time and talents to their local law enforcement agency, freeing officers to perform sworn duties.

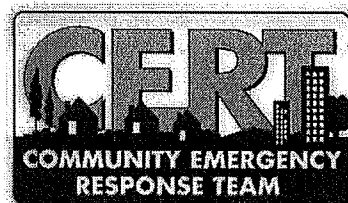
# 27,512

## Volunteers

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### **CITIZEN'S CRIME WATCH OF MIAMI-DADE COUNTY, FLORIDA**

Supports safer neighborhoods through training, situational awareness, and developing relationships with local law enforcement officers and their neighbors.





# COMMUNITY OUTREACH

Public education, countywide distribution of the official Hurricane Readiness Guide, social media, and community outreach events are just some of the methods utilized by the Miami-Dade OEM to maximize preparedness and maintain awareness within the whole community. Throughout the year, OEM conducts several emergency preparedness presentations in different languages to better engage and educate the public. These events provide an opportunity to engage residents and provide essential information on disaster preparedness and mitigation measures for the hurricane season and other South Florida hazards.

In 2020, the ongoing Coronavirus Disease 2019 (COVID-19) pandemic greatly affected the way OEM engaged directly with the public. Many in-person outreach events were cancelled, while others transitioned to a virtual format utilizing various online platforms – Skype®, Microsoft Teams® and Zoom®. OEM participated in multiple virtual outreach events, but participation was limited because of OEM Staff's role in the ongoing COVID-19 EOC Activation. However, with the support of the Health Council of South Florida, OEM was able to fill this gap and participate in 17 outreach events, totaling over 4,500 participants. OEM participated in multiple hurricane preparedness events for the Consortium for a Healthier Miami-Dade, the Office of Community Advocacy, the Older Adult Advocacy Taskforce, and United Way of Miami-Dade. Furthermore, OEM participated in various local events hosted by municipalities, hospitals, schools, businesses, and non-for-profit, community and faith-based organizations.

Public Safety agencies continue to manage very robust preparedness programs designed to educate the public on risks associated with their respective disciplines.

The Miami-Dade Police Department (MDPD) Public Information and Education Bureau's Community and Youth Outreach Section (CYOS) engaged with stakeholders throughout the year by partnering with schools and local businesses and partaking in community events. The community outreach events conducted by MDPD CYOS were done with a combination of in-person sessions, following the appropriate social distancing protocols, via Zoom® and drive-thru events. In 2020, CYOS participated in 482 events conducted throughout Miami-Dade County, promoting and encouraging the youth to make the right decisions and learning about consequences.

In 2020, the Miami-Dade Fire Rescue (MDFR) Public Education Bureau conducted 128 fire safety presentations at schools, businesses, senior centers and local community events. MDRF performed 180 truck demonstration throughout the community and these efforts reached over 35,287 people. As a result of the COVID-19 Pandemic, the MDRF Public Education Bureau were approved to begin teaching in-person to small group settings and to use the Public Education fire engine to conduct modified truck demos, with proper social distancing, in last quarter of the year. However, the Bureau continues to utilize Zoom®, when possible.

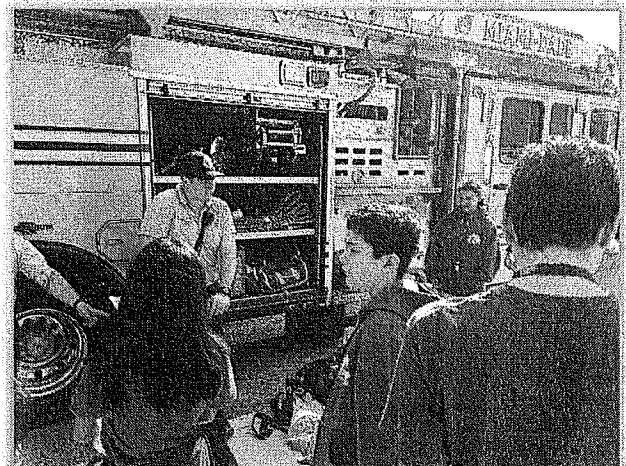
## 2020 Emergency Preparedness Report



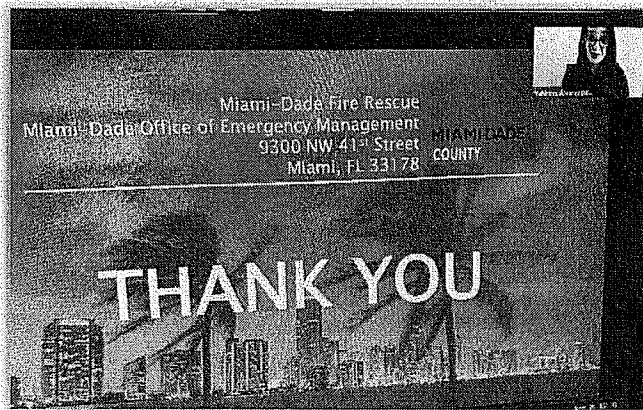
*OEM Staff distributed preparedness material to approximately 2,000 middle school students at the Florida International University (FIU) STEM Weather Day on January 9, 2020.*



*Health Council of South Florida distributing OEM's preparedness material at the FIU Financial Wellness Workshop and Health Fair on February 5, 2020.*

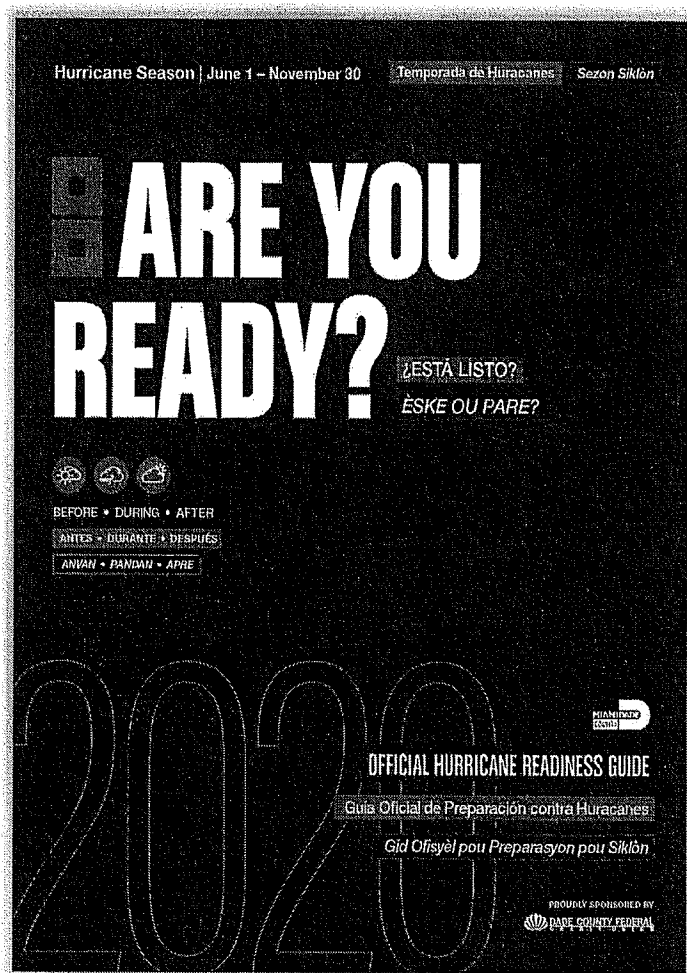


*MDFR conducting a demonstration for middle school students at the FIU STEM Weather Day on January 9, 2020.*



*OEM Staff conducting presentations on hurricane preparedness and the Community Emergency Response Team (CERT) at the Girl Scouts of Tropical Florida's Science of Disaster event via Zoom® on November 14, 2020.*

### HURRICANE GUIDES



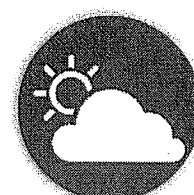
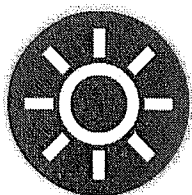
# 1,000,000 +

Mailed to every residential  
address within  
Miami-Dade County

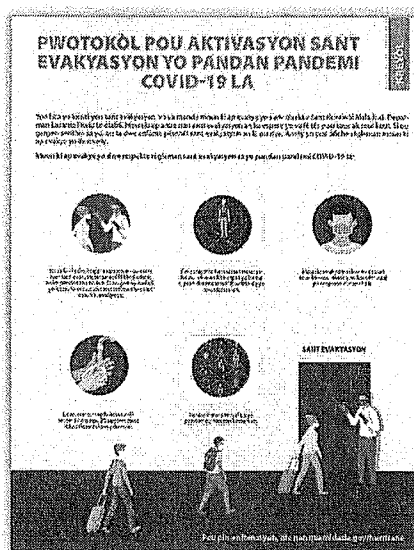
# 65,000 +

Distributed to County  
Commissioners' offices, Municipal  
governments, private businesses,  
public sector partners, non-for-  
profit organizations and during  
Miami-Dade OEM's outreach  
events

As part of Miami-Dade County's community engagement initiatives, OEM in conjunction with the County's Communication and Customer Experience Department, develops the official Hurricane Readiness Guide every year. The Hurricane Guide contains information that every resident should be aware of before, during, and after a hurricane or any other emergency. The Guide includes information on the Storm Surge Planning Zones, what to do in preparation for a hurricane threatening Miami-Dade County, what to do when an evacuation order is given, available County services and more. For the 2020 Hurricane Guide, Miami-Dade County decided to print all three (3) Miami-Dade County official languages (English, Spanish and Haitian Creole) into one (1) booklet. The distribution of this Hurricane Guide is a year-round initiative for Miami-Dade OEM.



\_\_\_\_\_



The Deer Hanger Program targets residents in

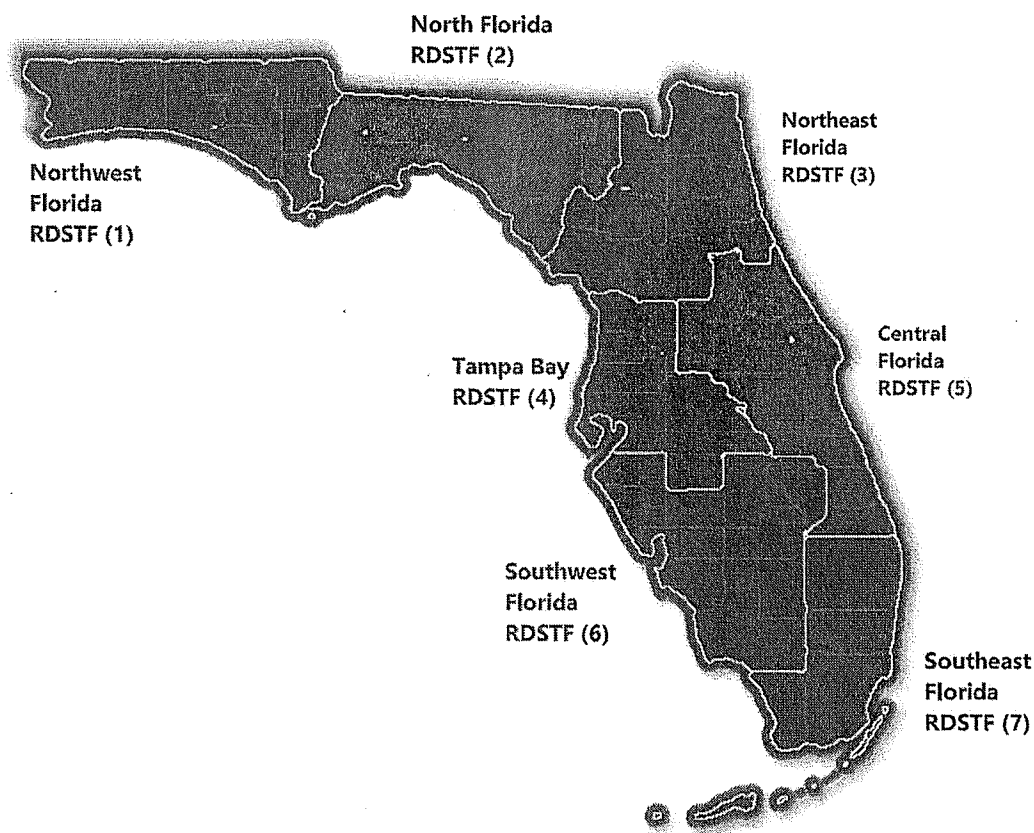


# HOMELAND SECURITY

DHS was formed in the wake of the terrorist attacks of September 11, 2001, as part of a determined national effort to safeguard the United States against terrorism. DHS became the third-largest Federal department, bringing together 22 different federal agencies, each with a defined role in this effort. Since its conception, the goal is simple: one (1) DHS, with integrated, results-based operations. This section highlights the work of local agencies engaged in homeland security, as well as further introducing Federal and State agencies and programs that either work in concert with or guide the local initiatives.

## ***SOUTHEAST REGIONAL DOMESTIC SECURITY TASK FORCE***

The Southeast Regional Domestic Security Task Force (SERDSTF) is committed to promoting public safety and strengthening domestic security by providing services and resources. Task Force members include first responders from the disciplines of law enforcement, fire/rescue, emergency management, public health and hospitals. SERDSTF also works in partnership with schools, businesses, and private industries. By utilizing a multi-discipline approach, the SERDSTF provides support to communities impacted by a disaster by serving as a force multiplier for local agencies and working in conjunction with emergency management professionals.



*Map of the seven (7) regions for Florida's Regional Domestic Security Task Force (RDSTF).*



### *SOUTHEAST FLORIDA FUSION CENTER*

The Intelligence Reform and Terrorism Prevention Act of 2004 unified the Nation's efforts to share information and exchange intelligence. The Act provided guidance to agencies at Federal, State and local levels in regard to the gathering, processing, analysis, and determination of terrorism, law enforcement, and homeland security information. In addition, it facilitated the establishment of a single fusion center in each state. The Florida Fusion Center (FFC) is located in Tallahassee, Florida and serves as Florida's primary fusion center for these activities.

Regional fusion centers were also developed. Although the focus of these regional centers may vary slightly from the FFC, the flow of information between centers is coordinated and serves the needs of all Florida residents. The MDPD Homeland Security Bureau (HSB) operates as a regional fusion center known as the Southeast Florida Fusion Center (SEFFC). The SEFFC is one (1) of only 79 federally recognized regional fusion centers, which gathers and analyzes data to support its fight against crimes within the region and assists the Federal Bureau of Investigation (FBI) in identifying and preventing terrorist attacks. Data and information are derived from multiple sources, including the intelligence community, the federal government, other state and municipal agencies, private partners, suspicious activity reporting, and open-source data. Fusion centers also respond to requests for analysis from law enforcement agencies in the field, primarily investigators seeking to spot trends in areas like drug crime, gang activity, or theft.

In addition, the SEFFC and BioWatch Advisory Committee (BAC) collaborate on biological and airborne quality results of air filters that are collected daily by the Department of Regulatory Environment Resources (RER) and are tested by the Florida State Laboratory.

# 227

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Situational Awareness products documented potential threats to critical infrastructure

# 8

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Meetings and outreach events to increase public awareness through the "See Something, Say Something" initiative

# 1,416

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Requests for information received and processed from federal, state, local and tribal law enforcement, as well as private partners embedded in areas of critical infrastructure

# 458

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"See Something, Say Something" TIPs received from the public and vetted

### ***MIAMI-DADE POLICE DEPARTMENT HOMELAND SECURITY BUREAU***

The MDPD HSB is tasked with gathering, analyzing, disseminating and maintaining criminal intelligence and supporting homeland security initiatives. There are three (3) operation centers within the Bureau; the Intelligence Operations Center (IOC), Infrastructure Protection Section, and Intelligence Section. It is through these sections that the MDPD HSB develops information sharing policies and collaborative programs. These policies and programs are designed to aid in effective dissemination of intelligence information across a multi-jurisdictional and multi-discipline environment. As of 2019, the Real Time Crime Center (RTCC) has been moved under the umbrella of MDPD HSB. The MDPD HSB conducts security, vulnerability and threat assessments, identify the defensive needs of critical infrastructures and coordinate the Regional Domestic Security Task Force (RDSTF) efforts for Region 7 (Palm Beach, Broward, Miami-Dade and Monroe Counties).

Miami-Dade OEM has an assigned MDPD HSB representative and the steady-state duties of this position include constant communication with the MDPD HSB IOC, monitor and provide data in the regional FFC Network, and monitor the other protected homeland security systems including, but not limited to, Homeland Security Information Network (HSIN), Law Enforcement Enterprise Portal (LEEP), National Operations Center (NOC) and Federal, State, local and private threat assessments. Both are members of the SERDSTF. Miami-Dade County's threat level may be raised independent of the national level contingent upon recommendations from the MDPD HSB and at the discretion of the Miami-Dade County Mayor.

### ***TERRORISM LIAISON OFFICER***

Coordinated by MDPD HSB, the Terrorism Liaison Officer (TLO) program provides specialized training to police, fire, military, government facilities, commercial facilities, tribal, airlines, various religious denominations and select private organizations within Region 7. The TLO program training focuses on situational awareness, information analysis and dissemination, threat vulnerabilities, and domestic/international terrorism threats. The TLO program enhances awareness to the indicators of terrorism activity.

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Terrorism Liaison Officers  
serving RDSTF Region 7

TLOs are part of a statewide network of personnel and resources linked to Federal and State assets to provide an effective and viable flow of information.

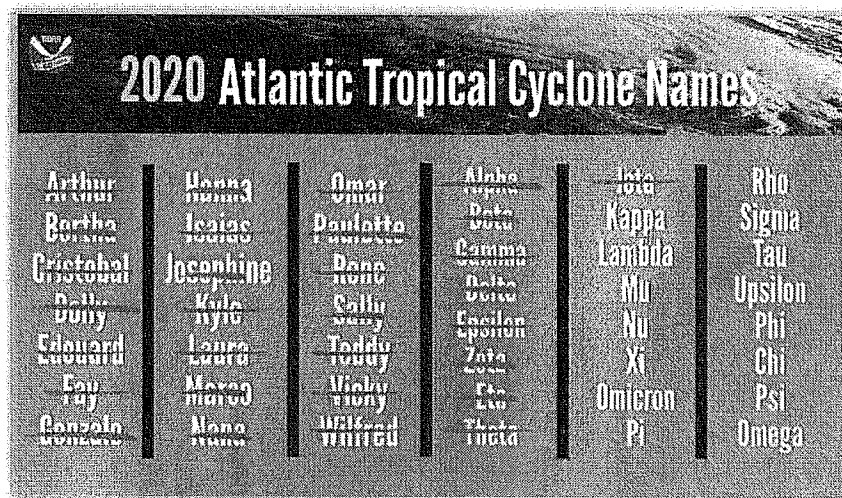


# 2020 ATLANTIC HURRICANE SEASON

The Atlantic Hurricane Season lasts six (6) months, from June 1<sup>st</sup> through November 30<sup>th</sup> and the peak months of the season are August through October. An average season has 12 named storms, which include six (6) hurricanes, three (3) of which are major hurricanes (category 3 or higher). 2020, was the fifth consecutive year with an above-normal Atlantic Hurricane Season.

Several climate factors led NOAA's Climate Prediction Center to forecast an above-normal season prior to the 2020 Atlantic Hurricane Season. The warmer-than-average water temperatures in the Atlantic Ocean and Caribbean Sea, reduced vertical wind shear and weaker trade winds favored the increase of hurricane activity. Furthermore, El Niño Southern Oscillation (ENSO) was expected to either remain neutral or trend to La Niña throughout the season, meaning El Niño would not be present to suppress hurricane activity. Additionally, an enhanced west African monsoon favored stronger tropical waves. This forecast called for a likely range of 13 to 19 named storms of which six (6) to 10 could become hurricanes; including three (3) to six (6) major hurricanes. In August, there was a higher likelihood of La Niña conditions developing. As a result, NOAA updated their forecast to an "extremely active" hurricane season making it the most active seasonal forecasts that NOAA has produced. Ultimately, the updated forecast called for a likely range of 19 to 25 named storms, of which seven (7) to 11 will become hurricanes; including three (3) to six (6) major hurricanes.

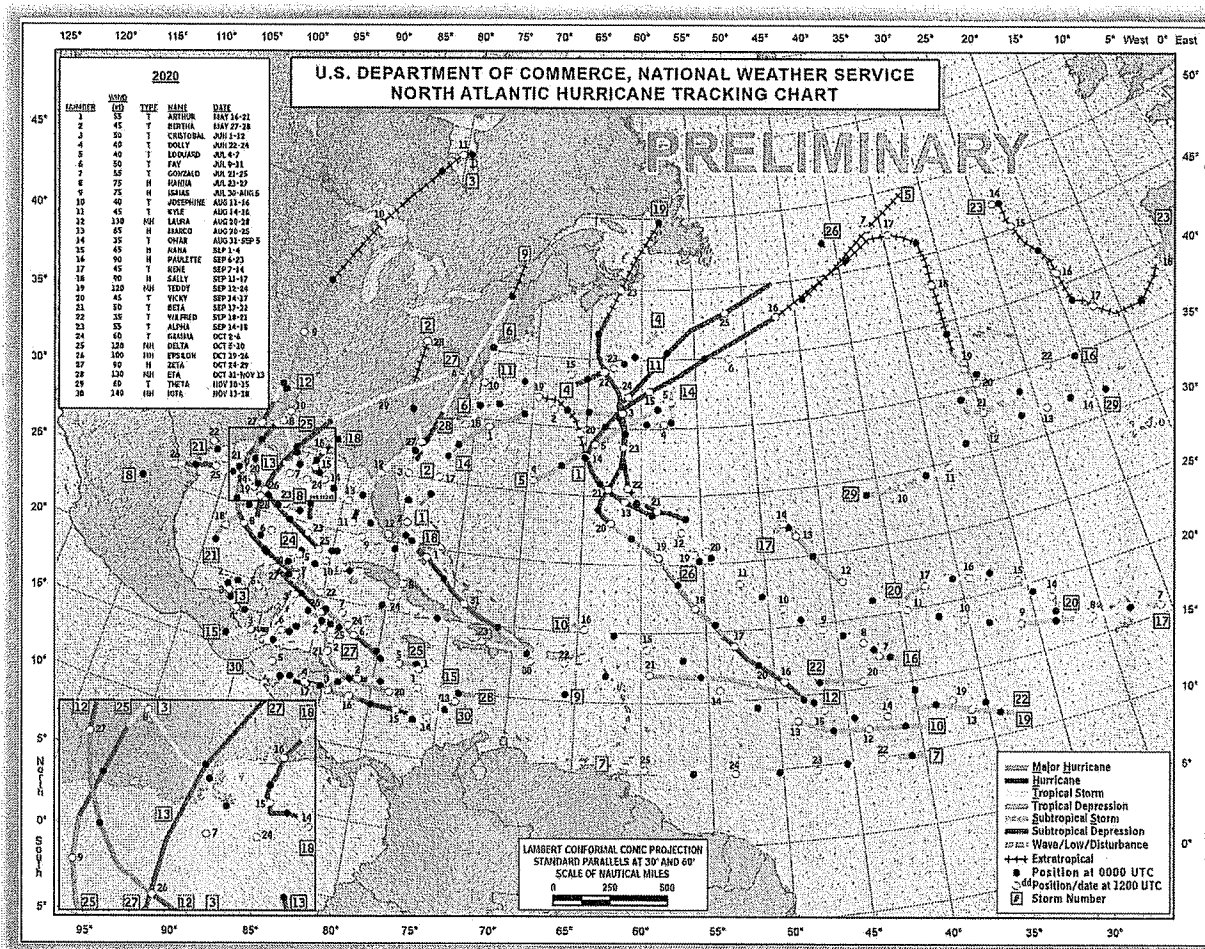
The 2020 season had a total of 30 named storms, including 17 tropical storms, and 13 hurricanes of which six (6) were major hurricanes. This was only the second time in history the Greek alphabet had to be used. A total of 12 storms made landfall in the United States, including six (6) hurricanes. In conclusion, the Atlantic Hurricane Season had the most storms on record, surpassing the 2005 season, and the second highest number of hurricanes on record. No storms made landfall in Miami-Dade County this season, but Tropical Depression Nineteen and Tropical Storm Eta posed a threat to Miami-Dade County in mid-September and early November, respectively. Tropical Storm Eta resulted in the activation of the Miami-Dade County EOC.



The image shows a graphic titled "2020 Atlantic Tropical Cyclone Names" with a NOAA logo. It lists 30 names in a grid, organized by the Greek alphabet. The names are: Arthur, Bertha, Cristobal, Dolly, Edward, Fay, Gonzalo, Hanna, Isaac, Josefine, Kula, Laura, Maria, Nate, Omar, Paulatta, Rene, Sally, Teddy, Vicki, Wilfred, Albe, Beta, Gamma, Delta, Epsilon, Zeta, Eta, Iota, Kappa, Lambda, Mu, Nu, Xi, Omicron, Pi, Rho, Sigma, Tau, Upsilon, Phi, Chi, Psi, Omega.

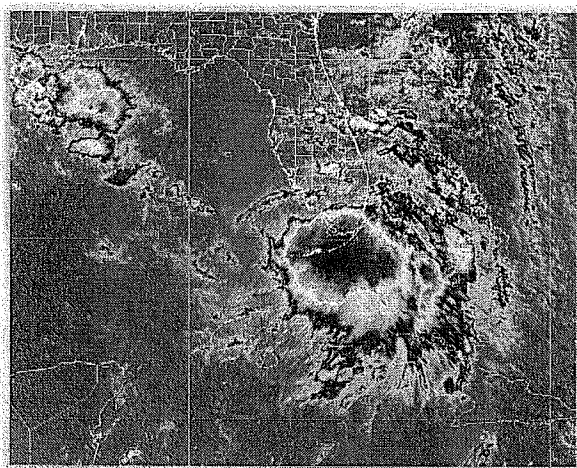
| Arthur    | Hanna    | Omar     | Albe    | Iota    | Rho     |
|-----------|----------|----------|---------|---------|---------|
| Bertha    | Isaac    | Paulatta | Beta    | Kappa   | Sigma   |
| Cristobal | Joseline | Rene     | Gamma   | Lambda  | Tau     |
| Dolly     | Kula     | Sally    | Delta   | Mu      | Upsilon |
| Edward    | Laura    | Teddy    | Epsilon | Nu      | Phi     |
| Fay       | Maria    | Vicki    | Zeta    | Xi      | Chi     |
| Gonzalo   | Nate     | Wilfred  | Eta     | Omicron | Psi     |
|           |          |          |         | Pi      | Omega   |

List of the 30 named storms that occurred during the 2020 Atlantic Hurricane Season.



Map of the 2020 Atlantic tropical cyclones tracks.

## TROPICAL DEPRESSION NINETEEN (TROPICAL STORM SALLY)



Tropical Depression Nineteen on September 12, 2020.

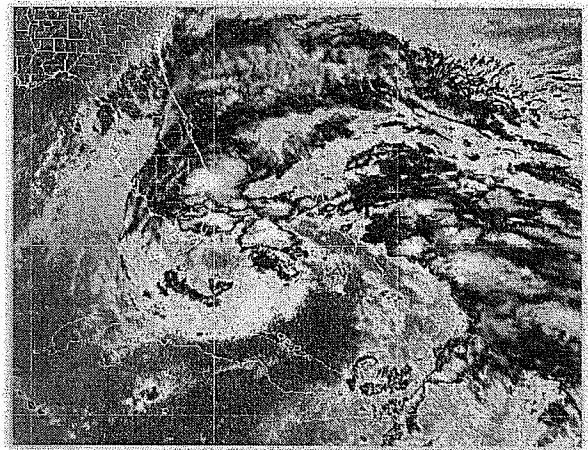
In the evening of Wednesday, September 9<sup>th</sup>, a tropical wave emerged off the eastern Bahamas and forecast to move westward. Initially, the system was poorly organized and the chances for potential development remained low. However, the next day, chances for development began to increase as upper-level winds became more conducive for a tropical depression to develop. On September 11<sup>th</sup>, at 5:00 PM, Tropical Depression Nineteen developed 80 miles east-southeast of Miami. Tropical Depression Nineteen had maximum sustained winds of 30 miles per hour (mph) and moving west-northwest at 8 mph. Subsequently, a Tropical Storm Watch was issued for coastal southeast Florida. The system was expected to remain a Tropical Depression as it approached South Florida, but conditions were expected to become more favorable

once the system reached the Gulf of Mexico. Regardless of development, Tropical Depression Nineteen was expected to produce total rainfall accumulations of one (1) to three (3) inches across South Florida through Sunday, September 13<sup>th</sup>. The system moved over South Florida during the early hours of Saturday (September 12<sup>th</sup>) with maximum sustained winds of 35 mph, and the Tropical Storm Watch was discontinued at 5:00 AM.

There were no significant impacts in Miami-Dade County. Once the system moved away from southern Florida and entered the Gulf of Mexico, atmospheric conditions became more favorable. At 2:00 PM on September 12<sup>th</sup>, the system strengthened into Tropical Storm Sally, the 18<sup>th</sup> named storm of the season. Sally continued to move over the Gulf of Mexico and strengthened into the seventh hurricane of the season on Monday, September 14<sup>th</sup>. At 5:00 AM on September 16<sup>th</sup>, Hurricane Sally made landfall near Gulf Shores, Alabama as a category 2 hurricane with maximum sustained winds of 105 mph.

### ***TROPICAL STORM ETA***

On October 28<sup>th</sup>, the National Hurricane Center (NHC) was expecting a broad area of low pressure to form over the southwestern Caribbean Sea during the next few days with gradual development thereafter. Tropical Depression Twenty-Nine formed in the central Caribbean Sea on the afternoon of October 31<sup>st</sup>. The system was moving westward and forecast to become a hurricane as it approached Central America. In the evening (October 31<sup>st</sup>), the tropical depression strengthened into the 28<sup>th</sup> named storm of the season – Tropical Storm Eta. Tropical Storm Eta continued its westward track across the Caribbean Sea and on November 2<sup>nd</sup>, at 4:00 AM, the system strengthened into the 12<sup>th</sup> hurricane of the season. Further strengthening was forecast. Hurricane Eta underwent rapid intensification and strengthened into a strong category 4 hurricane in less than 24 hours. At 4:00 PM on Tuesday, November 3<sup>rd</sup>, Hurricane Eta made landfall south of Puerto Cabezas, Nicaragua bringing life threatening storm surge, damaging winds and flash flooding across portions of Central America. Concurrently, Miami-Dade County was in the storm's 5-day forecast cone.



*Tropical Storm Eta on November 8, 2020.*

Hurricane Eta continued to move inland and weakened into a Tropical Depression on the afternoon of November 4<sup>th</sup>. For the next several days, the system moved over Central America continuing to produce heavy rainfall and life-threatening flash flooding. At 10:00 PM on Thursday, November 5<sup>th</sup>, Miami-Dade County was within the 3-day forecast cone. In the early morning of November 6<sup>th</sup>, Tropical Depression Eta remerges into the Caribbean Sea off the coast of Belize. Eta was forecast to restrengthen as it moved over the northwestern Caribbean Sea towards the Cayman Islands. At 10:00 PM (November 6<sup>th</sup>), a Tropical Storm and Flood Watch was issued for Miami-Dade County. On November 7<sup>th</sup>, at 10:00 AM, Eta regained tropical storm strength with maximum sustained winds of 40 mph and a Tropical Storm Warning was issued for Miami-Dade County in the same Advisory. At 4:00 PM (November 7<sup>th</sup>), a Storm

Surge Watch was issued for Coastal Miami-Dade and Far South Miami-Dade; and a Hurricane Watch was issued for Coastal, Inland, Far South and Metro Miami-Dade. These watches were issued as a result of Eta being a strong tropical storm and its close proximity to Miami-Dade County. Tropical Storm Eta continued its northeast trajectory towards central Cuba and continued to strengthen and was expected to expand in size as it approached South Florida. On November 8<sup>th</sup>, as Tropical Storm Eta moved off the north coast of Cuba, it began to take a turn towards the north-northwest, and forecast to begin a westward motion on the following day (November 9<sup>th</sup>). Tropical Storm Eta had maximum sustained winds of 65 mph as it continued to move over the Florida Straits heading towards the Florida Keys.

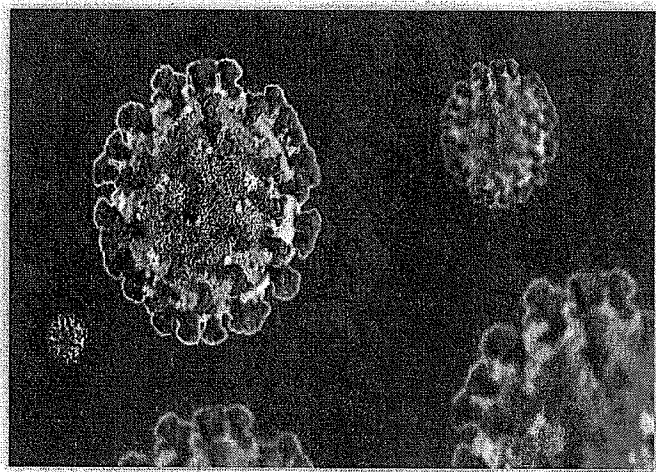
Tropical Storm Eta made landfall in Lower Matecumbe Key, Florida at 11:00 PM on November 8<sup>th</sup>, with maximum sustained winds of 65 mph. The storm continued its west-northwest track towards the Gulf of Mexico producing strong winds, heavy rains and storm surge over portions of South Florida and the Florida Keys. Tropical Storm Eta entered the southeastern Gulf of Mexico in the morning of November 9<sup>th</sup> and all tropical advisories were discontinued for the county by 10:00 AM. A Flood Watch remained in effect. Eta briefly strengthened into a Hurricane on November 11<sup>th</sup>, but weakened into a tropical storm before making landfall near Cedar Key, Florida at 4:20 AM on November 12<sup>th</sup>.

### *Miami-Dade EOC Activation*

Miami-Dade County was within the 5-day forecast cone on November 3<sup>rd</sup>, with the Eta's expected landfall as a tropical storm in the afternoon of November 8<sup>th</sup>. NHC's forecast was very consistent on a possible threat to South Florida; therefore, Miami-Dade County continued to monitor the storm's trajectory. On Saturday, November 7<sup>th</sup>, the Miami-Dade EOC was elevated to a Level 2 (Partial Activation) at 8:00 AM. To minimize the potential spread of COVID-19, EOC Operations were conducted with several key agencies physically at the Miami-Dade EOC while others worked remotely.

The primary concerns for Miami-Dade County were urban and flash flooding due to torrential rainfall, tropical storm force winds and dangerous marine conditions. As a result, Miami-Dade County decided to open two (2) Evacuation Centers for residents wishing to leave mobile homes, unsafe structures and low lying areas prone to flooding. However, no evacuation order was issued. Emergency Bus Pick-Up Sites were activated for people who needed transportation to the Evacuation Centers. A total of 23 evacuees and one (1) pet sought shelter at one (1) of the Evacuation Centers; none at the second Evacuation Center.

Tropical Storm Eta's strongest winds in Miami-Dade County occurred between the evening of November 8<sup>th</sup> and early morning of November 9<sup>th</sup>. After the tropical storm force winds ceased, damage assessment was conducted by RER – Building Division and the municipalities. Other than widespread localized flooding throughout Miami-Dade County, there were no significant impacts or structural damage reported. RER reported that the 3-day (November 7<sup>th</sup> – November 10<sup>th</sup>) rainfall totals recorded were between 10 and 12 inches. NWS – Miami/South Florida Forecast Office estimated the heaviest rainfall amounts occurred in the northeastern portion of the county with up to 12 to 15 inches in some areas. The Miami-Dade EOC remained at a Level 2 for Tropical Storm Eta until 5:00 PM on Monday, November 8<sup>th</sup>, but remained at a Level 2 for COVID-19 Operations.

***CORONAVIRUS DISEASE 2019 (COVID-19)***

Coronaviruses are a large family of viruses that are common in humans and many different species of animals, including camels, cattle, cats, and bats. There are many types of human coronaviruses (i.e. Middle East Respiratory Syndrome, or MERS and Severe Acute Respiratory Syndrome, or SARS) including some that commonly cause mild upper-respiratory tract illnesses.

**December 2019:** A new human coronavirus, SARS-CoV-2, more commonly termed COVID-19, was first identified in Wuhan, Hubei Province, China.

**January 20, 2020:** The U.S. Centers for Disease Control and Prevention (CDC) activated its EOC to support public health partners response to the outbreak identified in China.

**January 30, 2020:** The International Health Regulations Emergency Committee of the World Health Organization (WHO) declared the outbreak a public health emergency of international concern.

**January 31, 2020:** U.S. Health and Human Services (HHS) Secretary, Alex M. Azar II, declared a public health emergency for the United States to aid the nation's health care community response to COVID-19.

**March 11, 2020:** The Florida Department of Health (FDOH) confirmed the first COVID-19 case in Miami-Dade County. On the same day, the WHO declared COVID-19 a pandemic—as the virus began to rapidly spread to a growing number of countries.

**March 12, 2020:** Miami-Dade County Mayor, Carlos Gimenez, declared a Local State of Emergency in Miami-Dade County.

**March 15, 2020:** The Miami-Dade EOC activated to a Level 2 (Partial) to support healthcare, public safety, and municipal partners in emergency preparedness efforts and response operations.

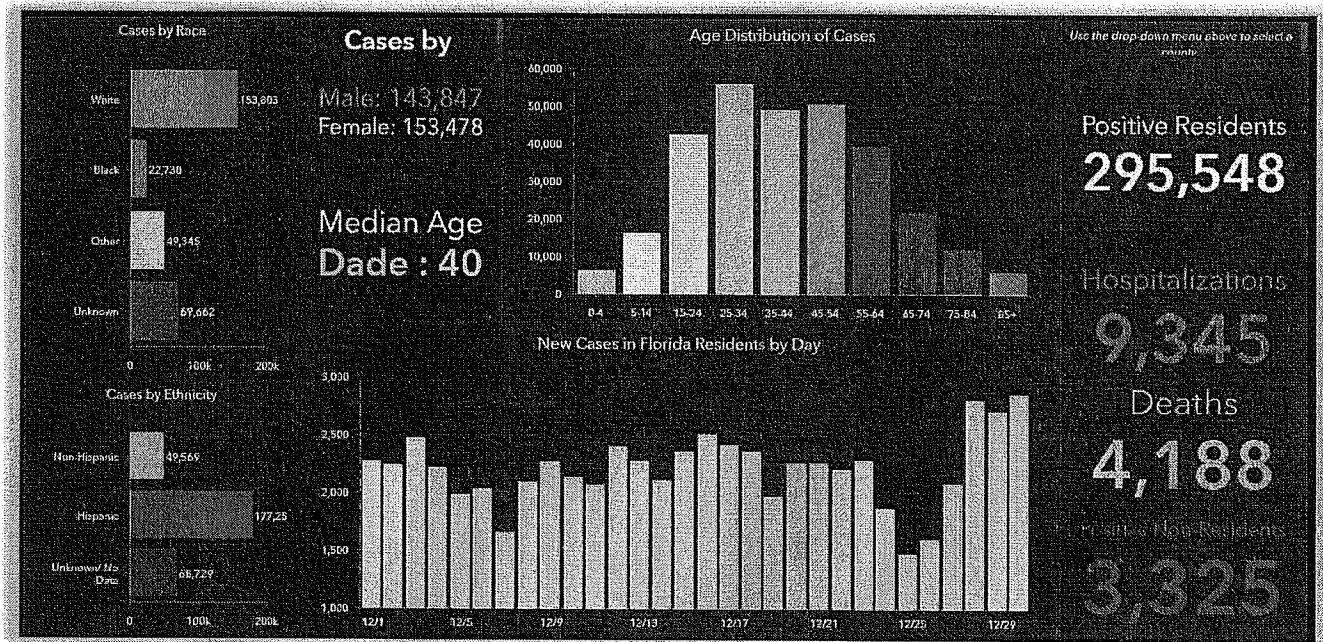
The Miami-Dade EOC remained activated to a Level 2 (Partial) for the remainder of 2020 and into the next calendar year.



## 2020 Emergency Preparedness Report

As part of the response to the first confirmed COVID-19 cases in Miami-Dade County, FDOH in Miami-Dade County (DOH-Miami-Dade) established an Incident Management Team to:

- Coordinate response operations
- Develop and implement protocols for the investigation, surveillance, and monitoring of COVID-19 to rapidly detect and contain case
- Establish a 24-hour public call center for questions regarding COVID-19

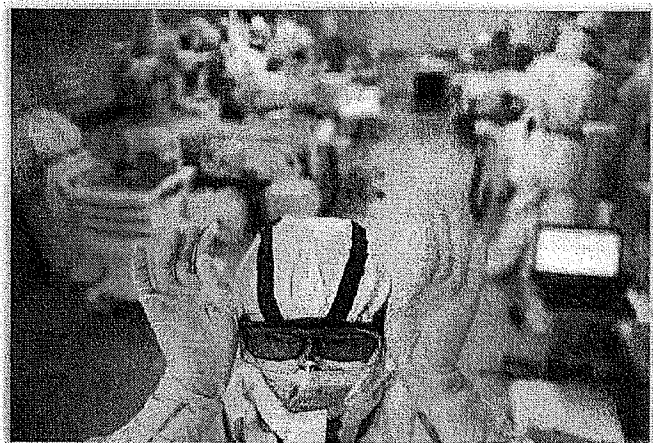


Florida's COVID-19 Data and Surveillance Dashboard on December 31, 2020.

Source: FDOH, Division of Disease Control and Health Protection

The COVID-19 Pandemic continues to present enormous challenges to health systems, and spurring widespread shutdowns of schools, businesses, and entertainment closures, around the world.

Currently, Miami-Dade County is engaged in pandemic vaccination response planning with the goal to reduce COVID-19-related illnesses, hospitalizations, and deaths and help restore societal functioning. This operation is a collaboration between the public and private sectors which include public health, external agencies, community partners, and critical infrastructure partners. The estimated timeline hinges on the COVID-19 vaccine being approved before the end of 2020.



## 2020 Emergency Preparedness Report

The power of effective community partnerships is pivotal and coupled with the importance of collaborative efforts, and a communitywide response which includes support from local leaders in order to decrease the spread and lower the impact of COVID-19. The agencies listed below are actively engaged in the following COVID-19 response activities:

### Agency for Healthcare Administration

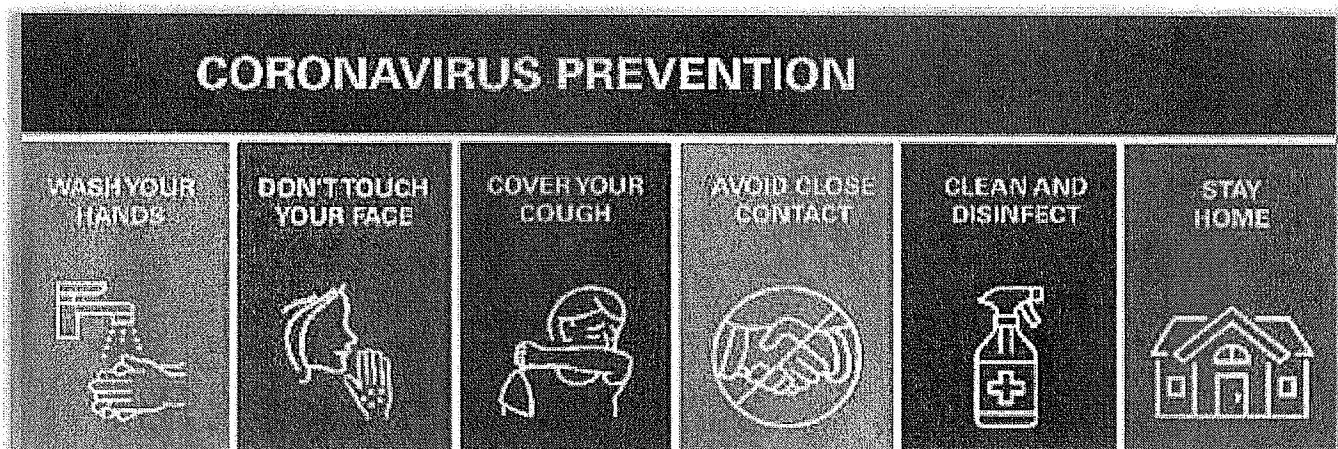
- Conducted on-site visits to long-term care and residential facilities
- Assessed infection control and prevention strategies, and long-term care and residential facilities supplies – specifically personal protective equipment (PPE)
- Coordinated with FDOH, health care providers, and stakeholders on COVID-19 prevention and response efforts
- Disseminated key guidance from the CDC and FDOH on the importance of restricting visitors, infection control protocols, and hygiene best practices

### Bureau of Public Health Laboratories – Miami

- Provided diagnostic screening, monitoring, reference, and emergency public health laboratory services to county health departments and other official agencies, physicians, hospitals and private laboratories
- Provided clinical laboratory testing, advice, consultation and quality assurance standards for COVID-19 testing to agency partners

### Centers for Disease Control and Prevention Miami Quarantine Station

- Conducted surveillance for communicable diseases of public health importance at ports of entry with Federal, State, local, and public health partners
- Responded to reports of illness or deaths on aircraft and maritime vessels at ports of entry
- Screened passengers in partnership with federal, state, and local officials





### Florida Department of Health in Miami-Dade

- Implemented protocols for investigation, surveillance and monitoring for COVID-19 cases to rapidly detect and contain cases
- Established mechanisms for monitoring and coordination with the CDC regarding epidemiological activities
- Implemented testing at State Public Health Laboratories – Miami and private lab testing
- Developed and disseminated infographics for first responders (fire, law enforcement and Emergency Medical Services) regarding infection control and personal protection for COVID-19
- Deployed rapid emergency support teams to facilities that had residents who tested positive for COVID-19 to provide support and ensure health of all individuals
- Conducted public health and health care stakeholders conference calls to provide updates on the current outbreak situation, response actions and guidance for pandemic planning
- Development of a preliminary vaccination plan and operational strategy to minimize the exposure of COVID-19

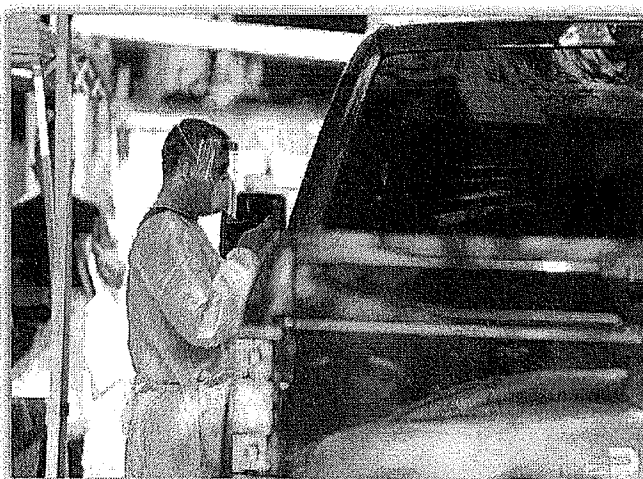
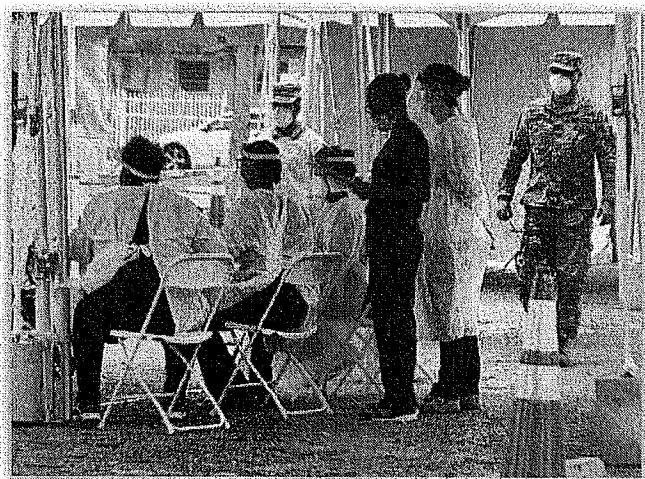
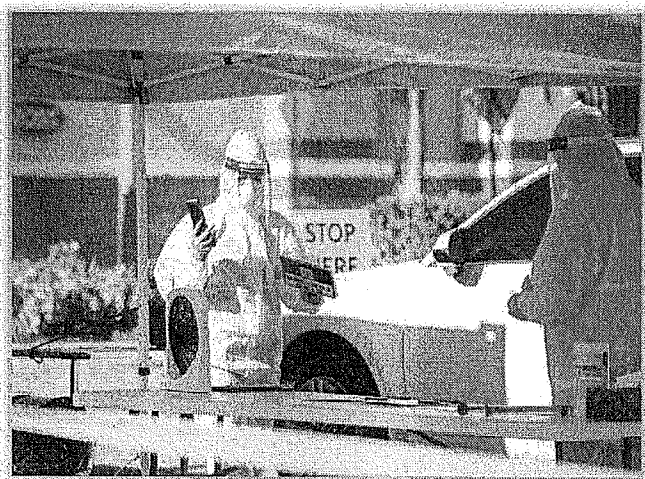
### Florida Division of Emergency Management

- Activated the State EOC to support statewide operations
- Supported State COVID-19 testing sites across Florida and county-run testing efforts
- Deployed Mobile Hospital Units to support hospital surge capacity
- Distributed PPE to support healthcare workers, first responders, and residential healthcare facilities statewide
- Deployed additional medical staff to hospitals responding to COVID-19 across the State

### Florida National Guard

- Supported the State's COVID-19 response through operational support of Community Based Testing Sites (CBTS), augmentation to airport screening measures, statewide logistics support, coordination, planning and operational mission sets
- Supported FDOH and airport authorities in application of the Governor's order to conduct screenings at airports
- Collected specimens and conducted quality assurance and quality control, and trained other soldiers and civilians to serve as test administrators for CBTS, mobile testing teams and walk-up testing sites
- Assisted FDOH in specimen collection to support long-term care and residential healthcare facilities
- Activated medical professionals, Army Combat Medic Specialists and Air Force Medical Technicians in support of the FDOH COVID-19 drive-thru community testing sites
- Activated Guardsmen to augment the State Logistics Readiness Center (SLRC), the State's Logistics Branch.

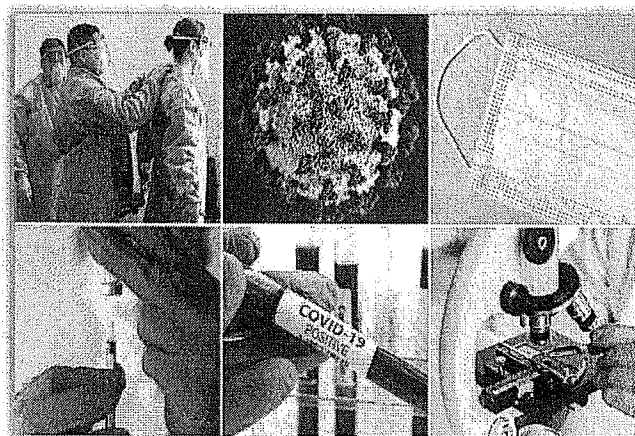
## 2020 Emergency Preparedness Report



*As of March 23, 2020, COVID-19 testing continues at drive-up, walk-in and mobile sites throughout Miami-Dade County. Additionally, MDR and Municipal Fire Departments continue to provide at-home testing to individuals that are disabled or homebound.*

### Hospitals and Health Systems

- Assessed patients exhibiting signs and symptoms of COVID-19 to support diagnostic and treatment of patients
- Assigned roles and responsibilities for response functions, with sufficient trained staff available to ensure operational continuity
- Activated mechanisms for coordination, communication, and collaboration with the integrated health services network at the local level
- Reviewed surge capacity models to identify areas that can be used to increase patient care capacity
- Reviewed, updated, and tested procedures for receiving and transferring patients within the hospital to authorized isolation areas, and to other diagnostic and therapeutic support services
- Reported to regulatory agencies and health care officials the hospital occupancy rate (including critical services), incidence of suspected and confirmed cases, clinical situation, and deaths.



### Miami-Dade Community Action and Human Services Department

- Provided case management of elderly meal requests and coordinated meal service delivery within Miami-Dade County
- Provided Home Energy Bill Assistance to eligible Miami-Dade County residents effected by the COVID-19 Pandemic
- Offered free tax preparation assistance to eligible Miami-Dade County residents through the Volunteer Income Tax Assistance (VITA) program

### Miami-Dade County Healthcare Preparedness Coalition

- Conducted healthcare partners conference calls to provide statewide and local updates on current outbreak situation and response actions
- Disseminated information and resources between Healthcare Coalition members and with other jurisdictional partners
- Analyzed public health and healthcare data
- Shared agency resources to help support surge needs and alleviate resource shortages

### Miami-Dade County Office of Emergency Management

- Activated the County EOC to support the COVID-19 response as it relates to communications, coordination, resource management, and executive leadership
- Gathered information to build situational awareness

## 2020 Emergency Preparedness Report

- Developed Flash Reports, Situation Reports, and Incident Action Plans (IAP) for distribution to municipalities, county departments and partner agencies
- Established a County Staging Area for the receipt and distribution of resources
- Coordinated the distribution of PPE and medical supplies to support healthcare and municipal partners for COVID-19 operations

### Miami-Dade County Office of the Mayor

- Developed Miami-Dade County's *Initial Reopening Plan* for residents and commercial establishments to guide the community towards the New Normal guidelines—the reopening of services and the allowance for suspended activities within Miami-Dade County
- Implemented the Emergency Senior Meals Program, which provided free meal services to the vulnerable elderly and homebound populations needing meals
- Developed a dashboard for situational awareness that provided stakeholders and residents with the most up-to-date information and the status of reopening, on a daily basis
- Implemented the Hotel Isolation Program for residents who needed temporary lodging to isolate due to a COVID-19 positive result or risk exposure in their households
- Conducted hospital administration conference calls to provide local updates on current outbreak situation and response actions
- Conducted COVID-19 briefings for Miami-Dade County residents to address response actions

### Miami-Dade County Public Schools

- Reviewed, updated, and implemented Emergency Operations Plans (EOP) that addressed infectious control outbreaks

- Developed information sharing systems with partners for disease surveillance efforts

- Monitored and alerted local health officials about large increases in student and staff absenteeism

- Established procedures for students and staff who are sick at school

- Performed routine environmental cleaning

- Created communications plans for use with the school community to share with staff, students, and families



### Miami-Dade Fire Rescue and Municipal EMS

- Reviewed protocols, policies, and procedures for rapid implementation of the appropriate infection control and prevention practices for potential COVID-19 patients

## 2020 Emergency Preparedness Report

- Engaged with Miami-Dade and Municipal OEMs, 9-1-1 call center, DOH-Miami-Dade, first responder partners, local hospitals, and local long-term care facilities to identify needs and plan response
- Implemented contingency plans for hospital reroute/diversion due to COVID-19 positive patients or surge capacity issues
- Implemented policies and procedures for screening and work restrictions for exposed or ill personnel
- Responded to requests for assistance, triaged patients, and provided emergency medical treatment and transport for ill or injured people
- Developed Situation Reports for distribution to partner agencies



### Miami-Dade Police Department and Municipal Police Departments

- Enforced the law, maintained order and ensured public safety
- Enforced public health protection and executive orders to address closure of bars, restaurants, and other entertainment businesses
- Provided traffic assistance at testing and collection sites
- Monitored law enforcement staffing impacts and staffing needs due to COVID-19

### Municipal Governments

- Assisted with FDOH COVID-19 messaging to residents and visitors
- Provided daily updates to Miami-Dade EOC about CBTS for inclusion in the daily EOC Situation Reports
- Supported the enforcement of executive orders and supported the government in translating high-level national regulations into practical measures at the local community level

### Residential Healthcare Facilities

- Identified a point of contact at the local health department to facilitate prompt notification about residents and personnel with suspected or confirmed COVID-19
- Educated residents, family members, and personnel about COVID-19
- Enforced visitor and personnel restrictions to protect those who might have conditions making them more vulnerable to severe illness
- Enforced the wearing of masks and facial coverings within the facility, and adhered to social distancing protocols
- Reported to regulatory agencies and FDOH of incidents of suspected and confirmed cases, clinical situation, and deaths



### State University System of Florida (Colleges and Universities)

- Provided remote access distance learning for students and staff
- Reviewed guidelines for the reopening university/college campuses

### ***EMERGENCY SENIOR MEALS PROGRAM***

On March 16, 2020, per Emergency Order 01-20, all Miami-Dade County Congregate Meal Sites, Senior Community Centers and any other facility that provided meal services to the elderly pursuant to authorization by the Department of Elder Affairs, were ordered to close and cease all programs where seniors congregated. This decision was made in an effort to, protect senior citizens who were at a higher risk of suffering serious health conditions if exposed to the COVID-19 virus. This Executive Order did not apply to Assisted Living Facilities, Adult Day Care Centers or Nursing Homes.

Therefore, to eliminate this gap, Miami-Dade County implemented the Emergency Senior Meals Program on March 16th, which provided free meal services via home delivery to the vulnerable elderly (over 60 years old) and homebound populations needing meals. In early June, there were over 80,000 Miami-Dade County seniors enrolled in the Meals Program; the highest at peak enrollment.

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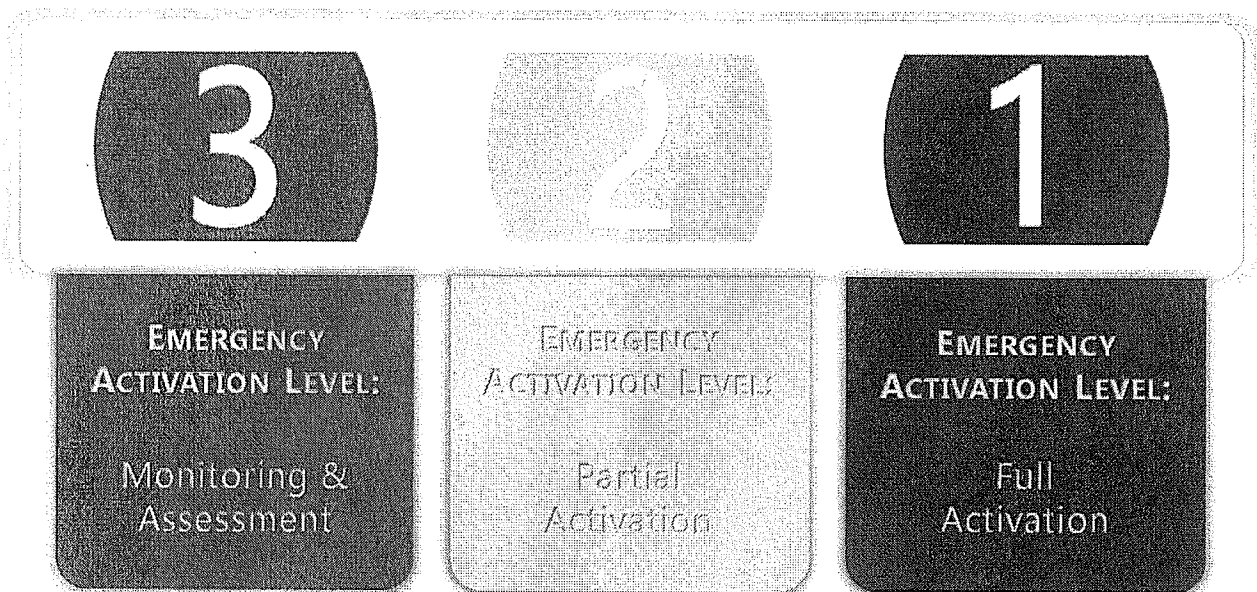
Meals have been delivered to seniors  
since March 16, 2020  
*(as of December 31, 2020).*

Enrollment for the Emergency Senior Meals Program ended on July 6th, 2020. However, seniors already enrolled in the Meals Program continue to receive meal delivery services. Additionally, seniors in need of these services can apply for the Supplemental Nutrition Assistance Program (SNAP). SNAP is a United States Department of Agriculture (USDA) program that provides nutrition benefits to supplement the food budget of families in need, and facilitate the purchase of healthy food and move towards self-sufficiency.

On September 26th, per Emergency Order 30-20, Senior Community Centers and Adult Day Care Centers were able to reopen, as long as they followed the general reopening guidelines found in Miami-Dade County's New Normal Handbook. However, County operated, and some private Senior Community Centers and Adult Day Care Centers remain closed. As of December 2020, the Miami-Dade County Emergency Senior Meals Program continues to provide meals for approximately 47,000 senior citizens throughout Miami-Dade County.

# OPERATIONS

The Miami-Dade County EOC is a state-of-the-art command and control facility, and it is the central point of coordination for response and recovery operations during countywide emergencies and disasters. Furthermore, it serves as a critical facility for monitoring, coordinating, and collaborating with a variety of local, State and Federal partners during National Special Security Events (e.g. Super Bowl). The EOC has three (3) levels of activation. At a Level 3, the EOC is monitoring and assessing potential threats. The Miami-Dade OEM Duty Officer monitors potential events or threat, and provides coordination assistance or resources, when needed. At a Level 2, the EOC is at a partial level of activation and select agencies will be required to report to the EOC, depending on the incident and their role in the operations. At Level 1, the EOC is fully activated and require all EOC Representatives that have a response or recovery role in the County's CEMP to report to Miami-Dade EOC.



## ***DUTY OFFICER***

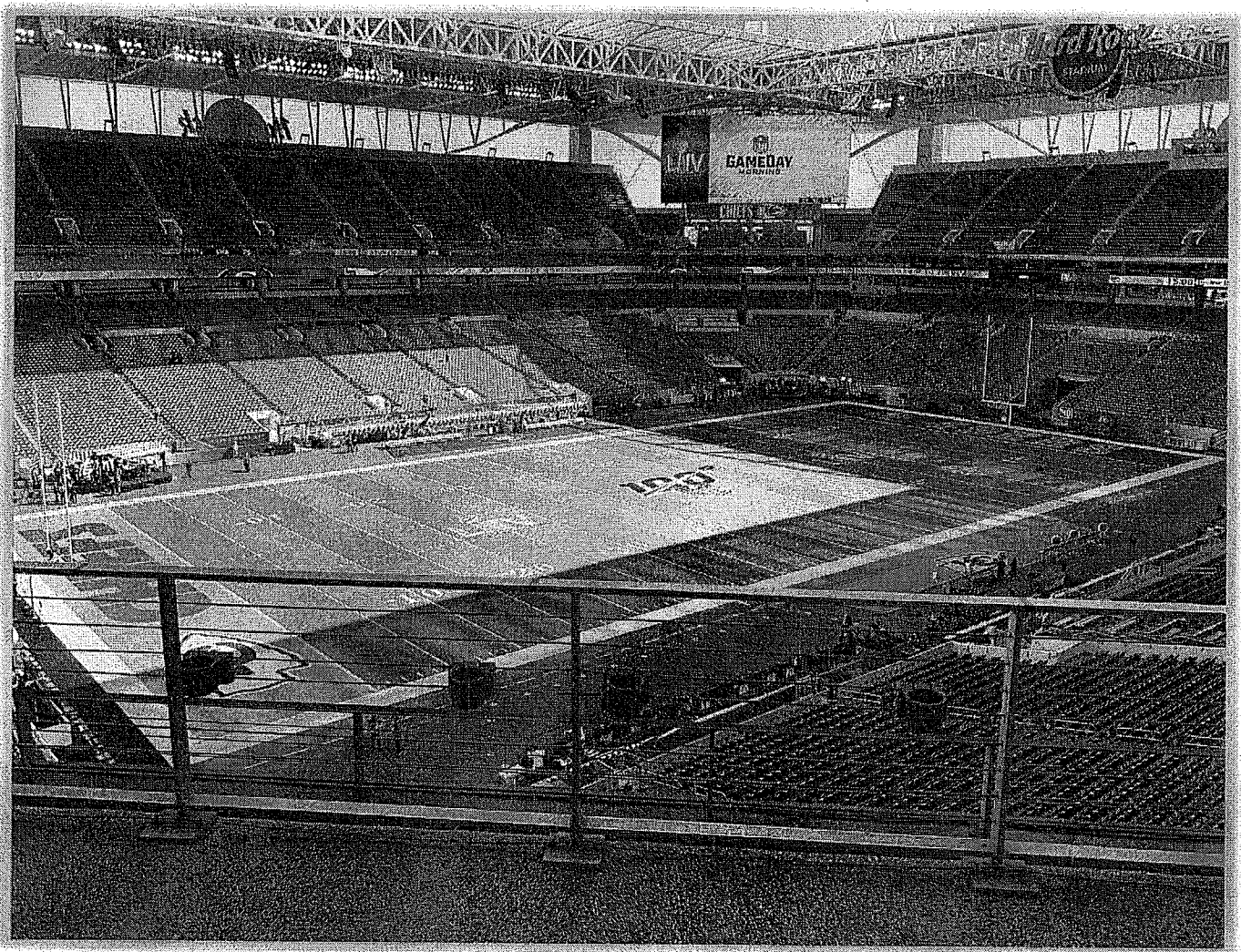
The Miami-Dade OEM Duty Officer is on call 24-hours a day, seven (7) days a week, and is informed by the County Warning Point, State Watch Office, or partner agencies of any threat or unusual event that necessitates monitoring and that may escalate to requiring activation of the EOC. The OEM Duty Officer provides additional coordination support or resources when requested by on-scene response agencies.

## ***WEBEOC***

WebEOC is a web-based crisis information management system utilized to provide secure real-time information sharing to Emergency Managers and EOC Representatives during large scale or unique emergency events. The system is designed to promote situational awareness, information sharing, collaboration and communication with not only local stakeholders and South Florida regional partners.



### *SUPER BOWL LIV*



Miami-Dade County hosted Super Bowl LIV on Sunday, February 2, 2020. By all accounts, this Special Event Assessment Rating (SEAR) 1 Event was determined a success, largely due to the planning and coordination of local, State, and Federal partners.

The overarching planning goal for Super Bowl LIV was public safety. As such, MDPD, as the County's Emergency Support Function (ESF) 16 (Law Enforcement) lead agency, organized committees charged with meeting the wide range of objectives involved in planning for an event of this magnitude. These committees were comprised of subject matter experts from MDPD, MDFR, and OEM; in addition to representatives from a multitude of Municipal, County, State, and Federal partners.

As part of the preparation for Super Bowl LIV, specialized response training was provided to the region in order to enhance the skills of first responders. Additionally, several exercises were conducted to test capabilities and identify any gaps that needed to be addressed prior to the event.

## 2020 Emergency Preparedness Report

Super Bowl planning was not limited to Hard Rock Stadium in Miami Gardens. Dozens of National Football League (NFL) sanctioned, and non-sanctioned, events were scheduled to take place throughout Miami-Dade County during the week leading up to game day. Two (2) of these events, *NFL Live* in the City of Miami and *NFL Experience* in Miami Beach, were scheduled to be open to the public throughout that entire week.

As the week leading up to Super Bowl LIV approached, MDPD and MDFR deployed resources to strategic positions throughout the county to work with local, State, and Federal partners to maintain public safety. The SEFFC was instrumental in analyzing intelligence received and tasking assignments to officers for follow-up. In addition to this, the Miami-Dade County EOC was activated ten days prior to game day in order to facilitate the sharing of information and the coordination of activities amongst partner agencies.

On game day, the attendance at Hard Rock Stadium for Super Bowl LIV was over 62,000 ticket holders. In addition to this, hundreds of thousands of fans took part in the NFL sanctioned and unsanctioned events scheduled throughout the county in the week leading up to game day.

Ultimately, Super Bowl LIV and related events occurred without any major incident. In preparation for Super Bowl LV in Tampa, representatives from Tampa area law enforcement and Pinellas County Emergency Management were onsite for the event in order to observe operations and note any best practices.



### *GEORGE FLOYD DEMONSTRATIONS*

The death of George Floyd on May 25<sup>th</sup> ignited demonstrations and protests in cities across the country. As a result of demonstrations and protests occurring in Miami-Dade County, MDPD, and MDFR activated their command posts while the Miami-Dade EOC was activated in support of the public safety agencies working to maintain order while supporting residents' safe exercise of their first amendment rights.

While most protests and demonstrations occurred without incident, there were some instances of civil unrest. On May 30<sup>th</sup>, a group of protestors shut down sections of I-95 and I-395 and then proceeded to set fire to several police and privately owned vehicles in the City of Miami.

In response to this unrest, Miami-Dade County Mayor Carlos Gimenez issued a Declaration of Local State of Emergency and Emergency Order A1-20 announcing a countywide curfew. During this time, MDPD and MDFR provided support to impacted municipalities while the SEFFC provided vital intelligence on planned events and potential threats around Miami-Dade County.





| 2020 MIAMI-DADE EOC ACTIVATIONS | DATES              |
|---------------------------------|--------------------|
| Super Bowl LIV                  | 1/24/20 – 2/2/20   |
| COVID-19                        | 3/15/20 - Ongoing  |
| George Floyd Demonstrations     | 5/30/20 – 6/9/20   |
| Hurricane Isaias                | 7/29/20 – 8/2/20   |
| Tropical Storm Laura            | 8/21/20 – 8/24/20  |
| Election Day                    | 11/3/20            |
| Tropical Storm Eta              | 11/7/20 – 11/10/20 |

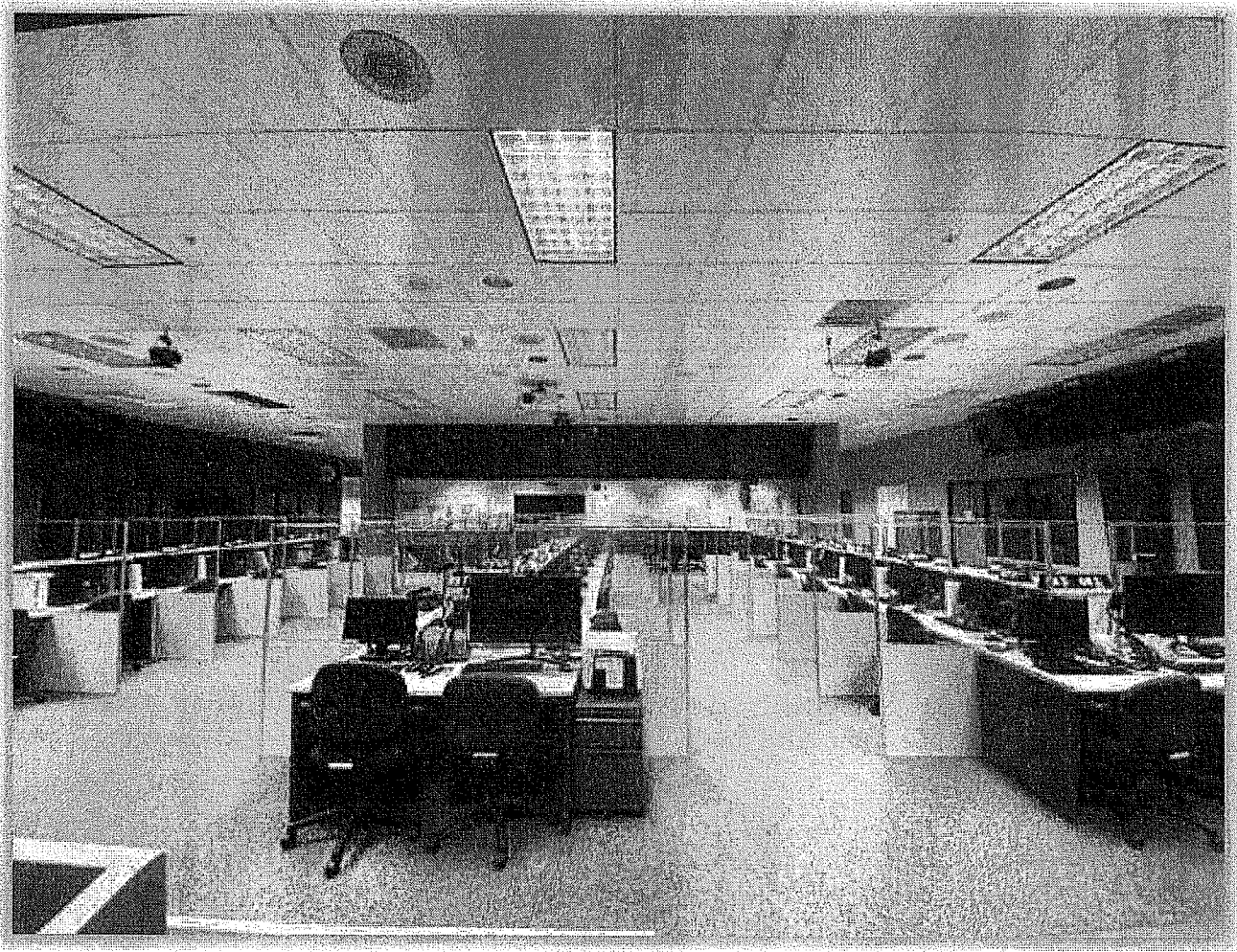
## ***VIRTUAL EOC***

In order to continue to provide a safe operating environment during a national public health emergency or any incident that prevents EOC representatives from reporting to the EOC, OEM has developed Virtual EOC Operations. This operation involves multifaceted coordination from both onsite and remote EOC representatives. Upon an EOC activation, a decision will be made regarding which key agencies will be required to physically report and those who will operate remotely via the Virtual EOC platform. Only key agencies for the specific phase of the activation will be required to physically report based on the type of emergency and specific phase of the event (e.g. pre-incident or post-incident).

Support agencies working remotely will be advised to communicate via the Virtual EOC platform, Microsoft Teams®, WebEOC, and/or conference calls. EOC Section Chiefs and Branch Directors will maintain ongoing communication with internal EOC representatives and partner agencies via the use of these tools. The EOC's incident management software, WebEOC, will be utilized to manage the overall incident by documenting situation reports, mission task or resource requests, and provides continuous situational awareness for partner agencies through posting of the EOC Situation Report, EOC Incident Action Plan (IAP), Press Releases, Significant Events, among others.

## ***ENHANCED EOC SAFETY MEASURES***

In the event that OEM Staff and EOC Representatives have to report to the Miami-Dade EOC, a number of measures have been implemented to safeguard the health and safety of personnel. Prior to entering the Miami-Dade EOC, individuals are screened for COVID-19 symptoms and their temperature is taken. Individuals who present symptoms or pose a risk as defined by the screening questions, will not be permitted inside the building. Additionally, the EOC is equipped with four (4) ultraviolet (UV) fans at each corner of the EOC Operations Room to purify the air, and each of the workstations have been outfitted with plexi-glass dividers to enhance social distancing measures. Hand sanitizer stations and disinfectant wipes are also available throughout the EOC.



*Plexi-glass dividers installed at each workstation in the Miami-Dade EOC.*



*One (1) of the four (4) UV fans that have been strategically installed in each corner of the EOC Operations Room to purify the air. These fans are ON at all times to ensure the air is kept as clean as possible.*

# PLANNING

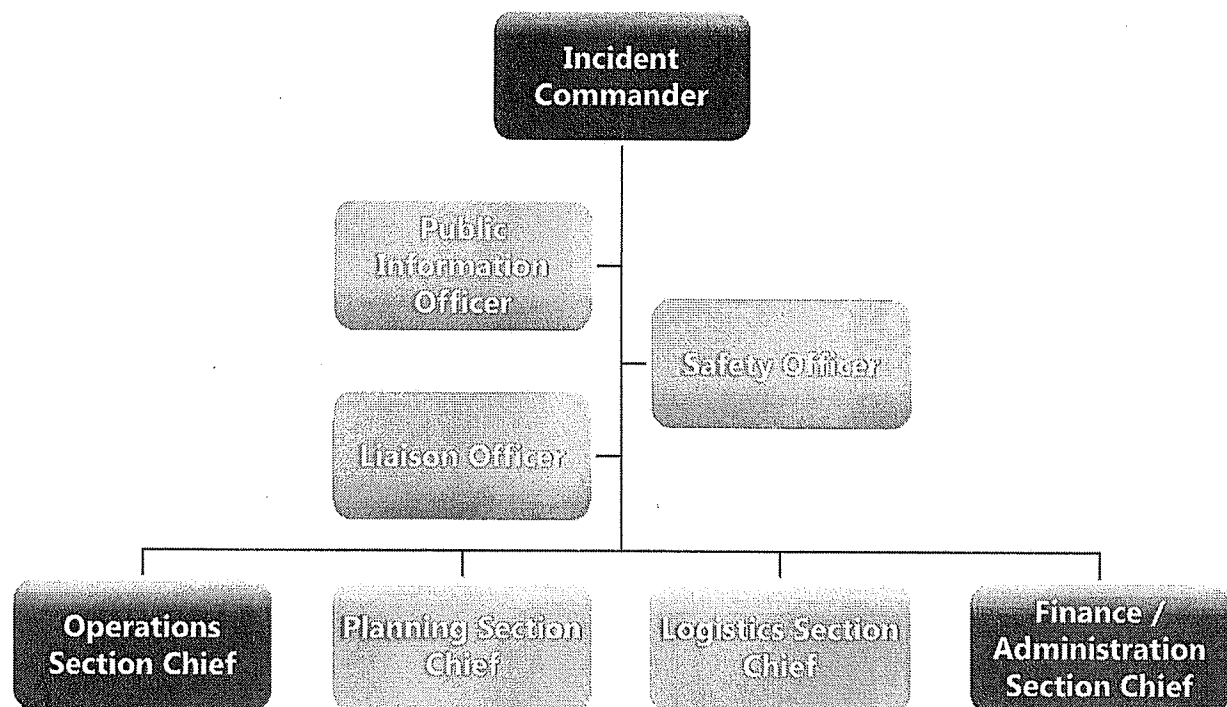
Planning is a critical component of the preparedness cycle. Miami-Dade OEM maintains, develops, and updates numerous Plans to ensure that Miami-Dade County is ready to respond to a variety of potential threats and hazards. These Plans follow Local, State, and Federal requirements, as well as Emergency Management Accreditation Program (EMAP) standards.

## ***COMPREHENSIVE EMERGENCY MANAGEMENT PLAN***

The Comprehensive Emergency Management Plan (CEMP) establishes the framework to ensure that Miami-Dade County and its 34 municipalities are prepared to effectively respond to a threat, emergency, or disaster. The CEMP is comprised of four (4) volumes and includes Support Annexes, Operations Guides, and Hazards Specific Plans.

The CEMP outlines the different hazards the County is at risk or vulnerable to, and the roles and responsibilities of all levels of government and stakeholder agencies. For a comprehensive approach to planning, response, and recovery, the CEMP organizes the roles and responsibilities of these groups under the ESF system, with a designated lead agency identified for each. These lead agencies are charged with developing subordinate plans and implementing procedures. The NIMS/ICS principles have been incorporated and institutionalized in the CEMP.

### *Incident Command System (ICS) Response Model*



The table on the following page lists the Miami-Dade County ESFs with their respective lead agencies and processes.



## 2020 Emergency Preparedness Report

| ESF NUMBER | ESF CATEGORY                    | LEAD AGENCY                                                                                               | PROCESSES                                                                                                                                               |
|------------|---------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESF 1      | Transportation                  | Miami-Dade Department of Transportation & Public Works (DTPW)                                             | Facilitate the emergency transportation requirement; including personnel and equipment movement and the transportation of evacuees to shelters          |
| ESF 2      | Communications                  | Miami-Dade Information Technology Department (ITD)                                                        | Coordinate communication equipment and services for field operations, including radios for Points of Distribution Managers to first responders          |
| ESF 3      | Public Works & Engineering      | Miami-Dade Department of Transportation & Public Works (DTPW)                                             | Coordinate public works and engineering services; including debris removal to road and bridge repair                                                    |
| ESF 4      | Firefighting                    | Miami-Dade Fire Rescue (MDFR) Department                                                                  | Coordinate fire protection and suppression                                                                                                              |
| ESF 5      | Planning                        | Miami-Dade County Office of Emergency Management (OEM)                                                    | Collect, analyze, evaluate, and disseminate information                                                                                                 |
| ESF 6      | Mass Care                       | Miami-Dade County Office of Emergency Management (OEM)<br>American Red Cross (ARC) – South Florida Region | Provide for basic human needs; including shelter operations, feeding and hydration                                                                      |
| ESF 7      | Resource Support                | Miami-Dade Internal Services Department (ISD)                                                             | Provide logistical support to the operations of agencies and personnel                                                                                  |
| ESF 8      | Health & Medical                | Florida Department of Health (FDOH) in Miami-Dade County (DOH-Miami-Dade)                                 | Mobilize and manage health and medical services; including nursing personnel for the Special Needs Shelters                                             |
| ESF 9      | Search & Rescue                 | Miami-Dade Fire Rescue (MDFR) Department                                                                  | Coordinates search and rescue operations                                                                                                                |
| ESF 10     | Hazardous Materials             | Miami-Dade Fire Rescue (MDFR) /HAZMAT Bureau<br>Miami-Dade Regulatory and Economic Resources (RER)        | Coordinates the clean-up of all hazardous material spills                                                                                               |
| ESF 11     | Food & Water                    | Feeding South Florida                                                                                     | Responsible for providing immediate food and water to impacted communities                                                                              |
| ESF 12     | Energy                          | Miami-Dade County Office of Emergency Management (OEM)                                                    | Coordinates all efforts to ensure the uninterrupted supply and delivery of energy resources                                                             |
| ESF 13     | Military Support                | Florida National Guard (FNG)                                                                              | Facilitates the use of the military resources of the Florida National Guard                                                                             |
| ESF 14     | Public Information              | Miami-Dade County Mayor's Office of Communications                                                        | Disseminate emergency information and serve as a point of contact for the media                                                                         |
| ESF 15     | Volunteers & Donations          | United Way of Miami-Dade                                                                                  | Facilitates the receipt of unsolicited goods and coordinates the use of spontaneous volunteers                                                          |
| ESF 16     | Law Enforcement                 | Miami-Dade Police Department (MDPD)                                                                       | Coordinates law enforcement and security support; including shelters, PODs and reentry points                                                           |
| ESF 17     | Animal Protection & Agriculture | Miami-Dade Animal Services Department (ASD)<br>Florida Department of Agriculture and Consumer Services    | Provides for safety, prevention or reduction of animal suffering & assuming the care of animals; including reunification and adoption or surrender pets |
| ESF 18     | Business & Industry             | Miami-Dade County Office of Emergency Management (OEM)                                                    | Addresses the recovery needs of the business community                                                                                                  |



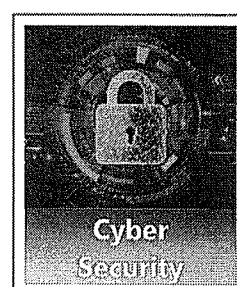
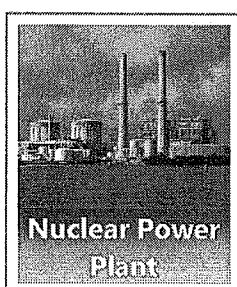
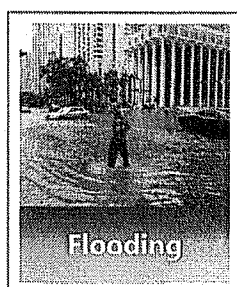
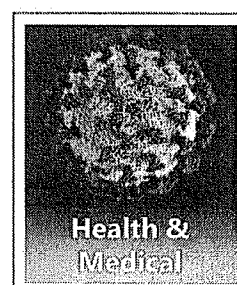
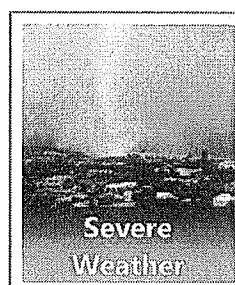
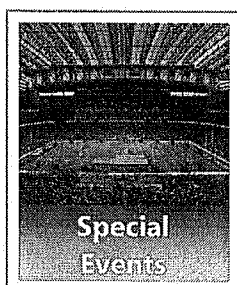
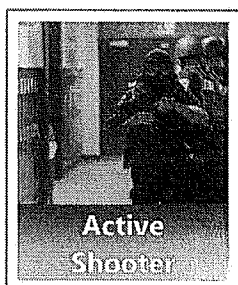
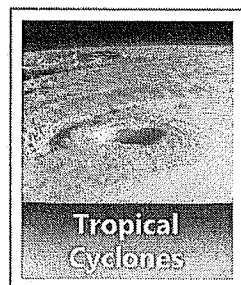
## 2020 Emergency Preparedness Report

During this reported period, OEM enhanced and improved the following Plans, Annexes and Operational Guides:

- Emergency Evacuation Plan - Unaccompanied Alien Children
- Miami-Dade Continuity of Government (COG) Plan
- Miami-Dade County Departments Continuity of Operations Plans (COOP)
- Mass Migration Plan with the Migrant Contingency Annex;
- Countywide Emergency Shelter Plan – Evacuation Center Operations Guide
- Local Mitigation Strategy (LMS) 5-Year update
- Radiological Emergency Preparedness (REP) Plan
- Cyber Incident Security Plan
- ESF 7 Resource Management Annex
- ESF 9 (Search & Rescue) Annex
- ESF 10 (Hazardous Materials) Annex
- EOC Safety Plan
- Recovery Plan

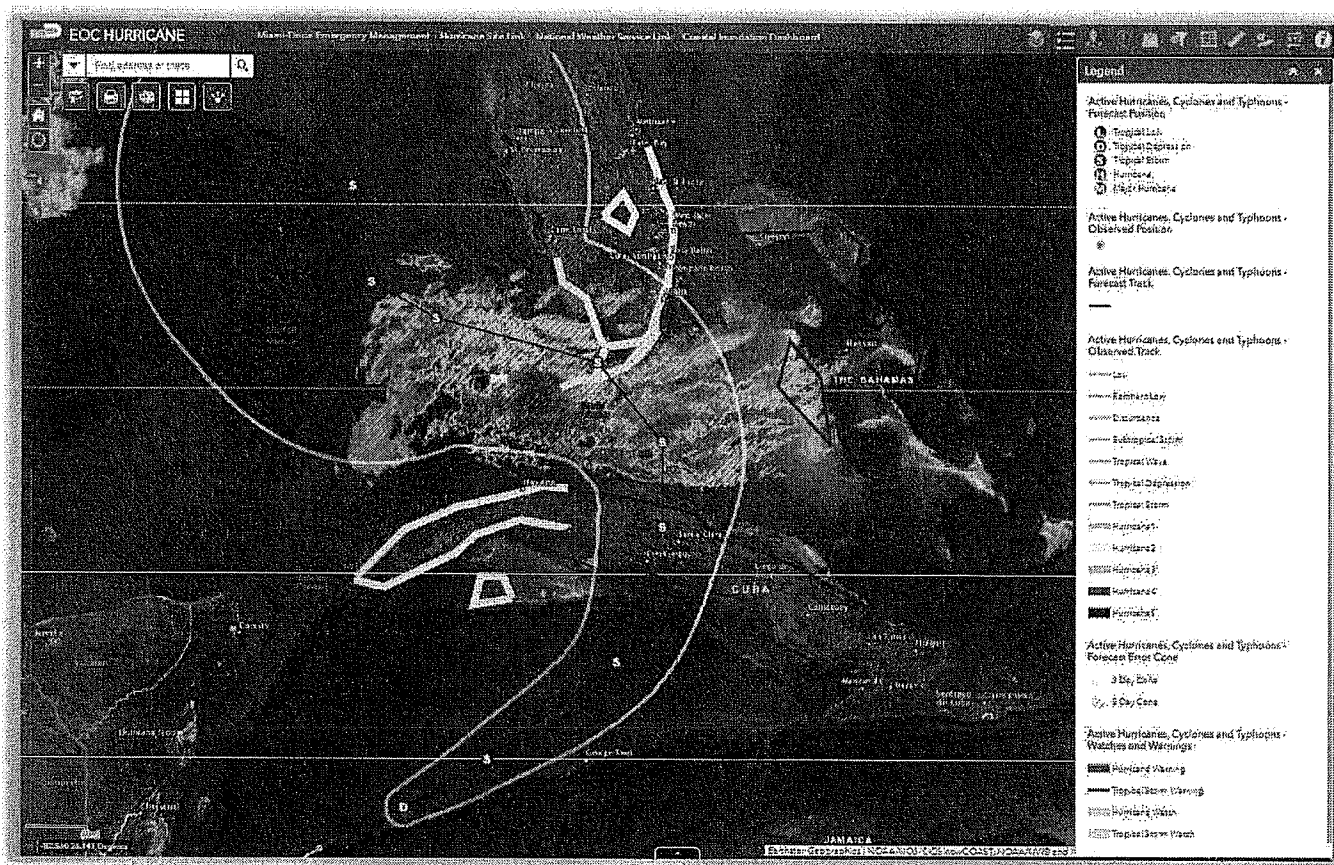
Additionally, the following new documents were developed during this calendar year:

- Virtual EOC Operations Guide
- Bear Cut Bridge Contingency Annex
- Geographic Information Systems (GIS) Dashboard User Manual



### GEOGRAPHIC INFORMATION SYSTEMS

GIS is utilized throughout all phases of Emergency Management in order to aid Emergency Managers and EOC Representatives in better decision-making. GIS is extensively used for evacuation planning which allows decision-makers to minimize the evacuation order area and reduce unnecessary evacuations. GIS Dashboards and applications were developed for EOC functional areas/disciplines, multiple hazards and special events (e.g. Super Bowl). These were developed for each EOC Branch and Section to have up-to-date information and situational awareness. All GIS Dashboards are linked to live data from WebEOC, NWS, 311 Contact Center, rain gauges, damage assessment and debris management.



*A snapshot from the EOC Hurricane GIS WebApp of Tropical Storm Eta on November 7, 2020.*

# LOGISTICS

The Miami-Dade EOC Logistics Section provides support to Miami-Dade County departments, municipal partners, and non-county agencies by acquiring assets, equipment, supplies, and personnel. Additionally, it assists in identifying the facilities necessary to protect the health, safety, and welfare of visitors and residents in a countywide incident. The EOC Logistics Section is comprised by the Miami-Dade County Internal Services Department (ISD), Finance/Procurement, ESF 7 (Resource Support Unit), ESF 13 (Military Support), and ESF 15 (Volunteer & Donations).

The Logistics Section Chief is responsible for identifying an adequate number of Points of Distribution (POD) and submitting this information to the Florida Division of Emergency Management (FDEM) by June 1<sup>st</sup> every year. POD sites are utilized for the distributing of bulk emergency relief supplies after a disaster. Employees assigned to manage PODs are trained by the OEM Logistics Coordinator annually. In 2020, Miami-Dade County identified:

40

Points of Distributions

3

County Staging Areas

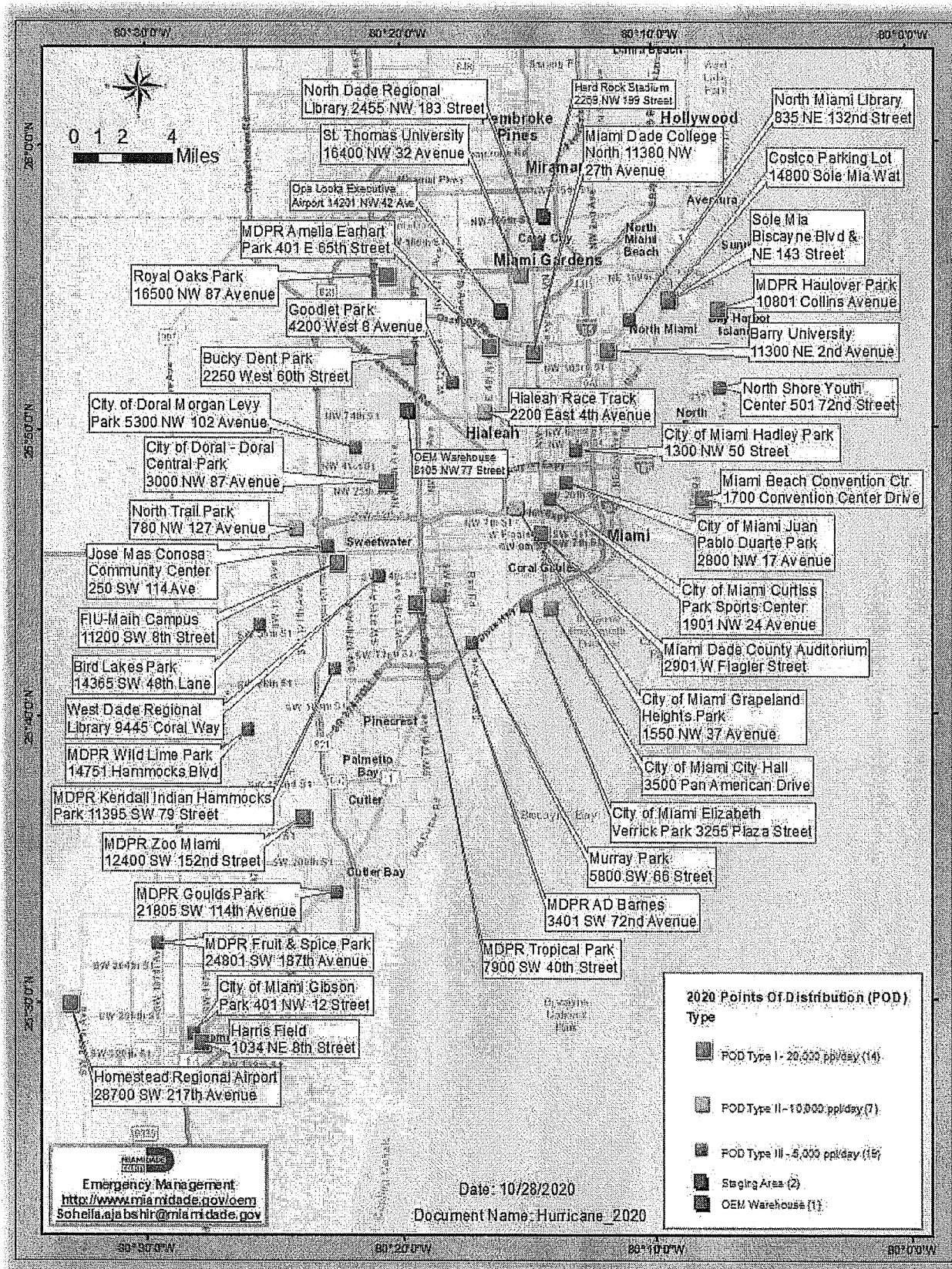
### ***COVID-19 LOGISTICS OPERATIONS***

The OEM Warehouse is Miami-Dade County's main site to receive and distribute resources that are being utilized to respond to the COVID-19 Pandemic. On March 15<sup>th</sup>, the Miami-Dade EOC activated to a Level 2 (Partial) in order to support healthcare, public safety, and municipal partners in emergency preparedness efforts and response operations due to the Pandemic. Subsequently, the EOC Logistics Section began to receive Resource Requests via WebEOC from county departments, municipal law enforcement and first responders, and healthcare facilities; mostly for PPE and cleaning/disinfecting supplies. Resource requests were vetted by the EOC Logistics Section and assigned to the OEM Warehouse where the orders were fulfilled. Once the orders were ready to distribute, the requestors would be contacted to pick-up their orders at the OEM Warehouse.

COVID-19 warehouse operations are being coordinated by OEM staff, MDRF Urban Search & Rescue team members and ISD's Materials Management personnel. Resources were received from the State Emergency Response Team's (SERT) State Logistics Resource Center in Orlando, Florida and others from multiple vendors across the country.

COVID-19 Logistics operations are ongoing and continue fulfill resource requests for PPE and any other resource needs for the CBTS throughout the county.

## 2020 Emergency Preparedness Report



Map of the Points of Distribution and County Staging Areas in Miami-Dade County.



# TRAINING & EXERCISES

Training and exercises are components of preparedness that guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate against the effects of incidents and disasters. As a result of the COVID-19 Pandemic, the delivery of in-person trainings by local, State and Federal partners to Miami-Dade County was significantly impacted. Despite the challenges, OEM continued to work on maintaining Miami-Dade County's NIMS compliance by offering required training and exercises throughout the year.

Strategies implemented to continue required training, when feasible, included executing COVID-19 mitigation protocols such as reducing class sizes for social distancing, mandatory mask use and temperature checks. Additionally, many Local, State and Federal partners offered the usual classroom courses virtually, when possible. To support Disaster Assistance Employees (DAE) disaster assignment training, refresher orientation was provided virtually.

DAE assignments include the following:

|                                                |                         |                         |                                |                                   |
|------------------------------------------------|-------------------------|-------------------------|--------------------------------|-----------------------------------|
| Hurricane Evacuation Center Management Support | Mobile Assistance Teams | Employee Wellness Teams | Donation / Distribution Center | Employee & Volunteer Staging Area |
| Disaster Assistance Center                     | Points of Distribution  | DAE Call Center         | EOC Support                    | Shuttering                        |

The following chart is a summary of trainings that occurred during this reporting period.

| COURSE NAME                                       | PARTICIPANTS |
|---------------------------------------------------|--------------|
| MGT-460: Planning for Disaster Debris Management  | 46           |
| ICS-300: Intermediate ICS for Expanding Incidents | 39           |
| ICS-400: Advanced ICS                             | 32           |
| Community Emergency Response Team (CERT)          | 44           |
| DAE Trainings                                     | 8,495        |
| EOC and WebEOC Training                           | 108          |
| <b>TOTAL</b>                                      | <b>8,764</b> |

## 2020 Emergency Preparedness Report

The table below reflects the various disaster assignments and the number of DAEs trained during this reporting period.

| DISASTER ASSIGNMENT                                                  | NUMBER TRAINED |
|----------------------------------------------------------------------|----------------|
| DAE Call Center                                                      | 234            |
| Disaster Assistance Centers (DAC)                                    | 2,374          |
| Emergency & Evacuation Assistance Program (EEAP) Call Center Support | 20             |
| Employee and Volunteer Staging Area (EVSA)                           | 610            |
| Evacuation Center Management/Support                                 | 2,659          |
| Points of Distributions (POD)                                        | 1,844          |
| Shuttering                                                           | 24             |
| <b>TOTAL</b>                                                         | <b>7,765</b>   |

### ***RADIOLOGICAL EMERGENCY PREPAREDNESS***

The Turkey Point Nuclear Power Plant has been in operation since 1972. Local, State and Federal agencies maintain emergency response programs in place for managing resources and protecting the public in the unlikely event of a radiation release from either of the plant's two (2) nuclear reactors.

Miami-Dade County's REP Program provides first responders with training so, they can effectively perform their roles and responsibilities in the event of a Turkey Point Nuclear Power Plant incident. The training consists of online, classroom, hands-on activities, and covers subjects such as, fundamentals of radiation; PPE; biological effects of radiation; response instrumentation; radiation protection strategies; and plan overview.

Below is a summary of the REP trainings that occurred during this reporting period.

| AGENCY                              | TRAINING CLASSES | ATTENDEES    |
|-------------------------------------|------------------|--------------|
| Miami-Dade Fire Rescue (MDFR)       | Online           | 2,308        |
| Miami-Dade Police Department (MDPD) | Online           | 2,401        |
| Miami-Dade Police Department (MDPD) | In-person        | 39           |
| Public Information Officers         | In-person        | 9            |
| <b>TOTAL</b>                        |                  | <b>4,757</b> |

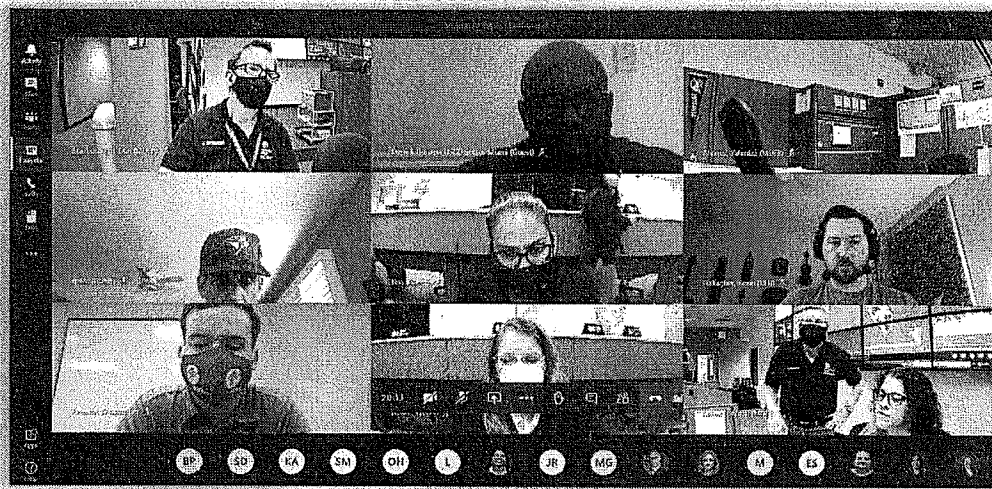


## 2020 Emergency Preparedness Report

### EXERCISE – PREPARING THROUGH PRACTICE

Miami-Dade OEM regularly designs and conducts a variety of table-top and functional exercises involving county departments and stakeholders with a role in emergency response and recovery. Exercises allow participants to practice their plans; identify strengths, gaps and shortfalls; improvements for policies and procedures; clarify roles and responsibilities; improve coordination and communication; and identify needed resources so Miami-Dade County can succeed when confronted with a real-life situation.

Exercises enable responders and support personnel to identify strengths and incorporate them within best practices to sustain and enhance existing capabilities. All exercises facilitated by OEM are compliant with the Homeland Security Exercise and Evaluation Program (HSEEP). Despite the impact the COVID-19 Pandemic had on exercise activities, select exercises were successfully conducted by implementing the appropriate COVID-19 protocols and video communications.



*First Virtual EOC Communication Drill on July 9, 2020. For this part of the Drill, several EOC Representatives physically participated at the Miami-Dade EOC while others were at remote locations.*

Below is the Exercise Matrix for this reporting period.

| EXERCISE NAME                                                                                               | TYPE | DATE                                   |
|-------------------------------------------------------------------------------------------------------------|------|----------------------------------------|
| Turkey Point REP EOC Exercise                                                                               | FE   | 2/27/20                                |
| MIA Triennial Mass Casualty Incident (MCI) Exercise                                                         | FSE  | 2/19/20                                |
| Hazard Impact Assessment EOC Exercise                                                                       | FE   | 6/24/20                                |
| Virtual EOC Communication Exercise                                                                          | DR   | 7/9/20<br>7/29/20<br>7/30/20<br>8/1/20 |
| DHS – CISA 2020 Presidential Debate Security Exercise                                                       | TTX  | 10/5/20                                |
| Aviation Security Contingency Plan Exercise                                                                 | TTX  | 12/9/20                                |
| FBI College Football Playoffs Exercise                                                                      | TTX  | 12/9/20                                |
| DR = Drill   WK = Workshop   TTX = Tabletop Exercise   FE = Functional Exercise   FSE = Full Scale Exercise |      |                                        |

# MITIGATION

Mitigation refers to the measures that reduce or eliminate the long-term risk to human life and property from hazards. Miami-Dade County is vulnerable to disasters of all types affecting every part of our community. The County has been impacted by hurricanes, tornadoes, flooding, wildfires, plane crashes, cold weather freezes, droughts, mass migration, and more.

## *LOCAL MITIGATION STRATEGY*

The Local Mitigation Strategy (LMS) is a whole community initiative with a comprehensive approach to effectively reduce the impact of current and future hazards, and risks faced by local communities within Miami-Dade County. The LMS outlines the process stakeholders are required to follow in order to apply for federal mitigation grants.

The LMS Plan is a multi-volume plan that documents the planning process and addresses mitigation measures in relation to the hazard risk and vulnerability assessment of Miami-Dade County. This Plan is updated on an annual basis as part of regular updates and monitoring. The annual update is provided to the State by January 31<sup>st</sup> and the documents are posted on the OEM website.

The LMS was adopted by the Board on October 6, 2020, by Resolution R-945-20 and approved by the State and FEMA on September 15, 2020. The LMS is updated, reviewed and approved every 5 years and is again due to be submitted to the State and FEMA in 2025.

The LMS has a compilation of projects identified by the LMS Working Group members for mitigation measures and actions that have been completed and those that are pursuing methods for implementation. Additionally, it outlines how the mitigation projects are submitted, tracked, maintained, and prioritized.

The LMS Working Group is comprised of members from the following:



## 2020 Emergency Preparedness Report

Below is a summary of the 2020 LMS Projects reported as complete, under construction or funded through the end of November. The monetary values listed are based on estimates.

### PROJECTS FUNDED NOT YET STARTED

**34**

\$846,631,146.00

### MITIGATION PROJECTS REPORTED AS UNDERWAY

**28**

\$438,434,153.00

### PROJECTS UNDER CONSTRUCTION

**62**

\$582,059,134.00

### PROJECTS COMPLETED

**99**

\$725,684,116.00

Below are several projects from a variety of the LMS Partners that were completed, implemented, or identified as being funded during this reporting period.

| COMPLETED PROJECTS     |                                                       | FUNDING                         | COST           |
|------------------------|-------------------------------------------------------|---------------------------------|----------------|
| City of Doral          | Stormwater Improvements<br>NW 50 <sup>th</sup> Street | HMGP, PDM and<br>Stormwater Fee | \$934,104.13   |
| South Miami            | Citywide Drainage Improvements,<br>Phase 6            | DEP Agreement                   | \$330,118.10   |
| Miami Dade College     | Hialeah Campus, Building 1000<br>Wind Protection      | HMGP                            | \$451,730.00   |
| UNDER CONSTRUCTION     |                                                       | FUNDING                         | COST           |
| Miami Lakes            | Royal Oaks Drainage<br>Improvements                   | Legislative<br>Appropriation    | \$3,000,000.00 |
| Aventura               | Yacht Club Drive Seawall Repairs                      | Self-funded                     | \$491,000.00   |
| FUNDED NOT YET STARTED |                                                       | FUNDING                         | COST           |
| Coral Gables           | City #2 Gravity Sewer Capacity<br>Improvement Project | HMGP                            | \$1,200,000.00 |
| Homestead              | Power Pole Hardening                                  | HMGP                            | \$2,400,000.00 |

HMGP: Hazard Mitigation Grant Program / PDM: Pre-Disaster Mitigation Program / DEP: Florida Department of Environmental Protection

## 2020 Emergency Preparedness Report

For the complete list of LMS projects, please go to: <https://www.miamidade.gov/fire/library/OEM/local-mitigation-strategy-part-6-completed-projects.pdf>.

### ***HAZARD MITIGATION GRANT PROGRAM***

Following Hurricane Michael in 2018, Miami-Dade County became eligible for the Hazard Mitigation Grant Program (HMGP), a Federal cost-reimbursement grant program. The Program provides funding to county government, municipalities, and private non-profit organizations to take steps to lessen or reduce the impacts of hazards in their jurisdictions.

The Federal government provides 75 percent, and the applicant provides 25 percent of the funding of eligible projects. To be eligible for HMGP, the applicant's project must be listed on the Miami-Dade LMS. Additionally, as stated on Part 1 (The Strategy) of the LMS Plan, the applicant must be an active participant of the LMS. These projects are prioritized by the LMS Steering Committee.

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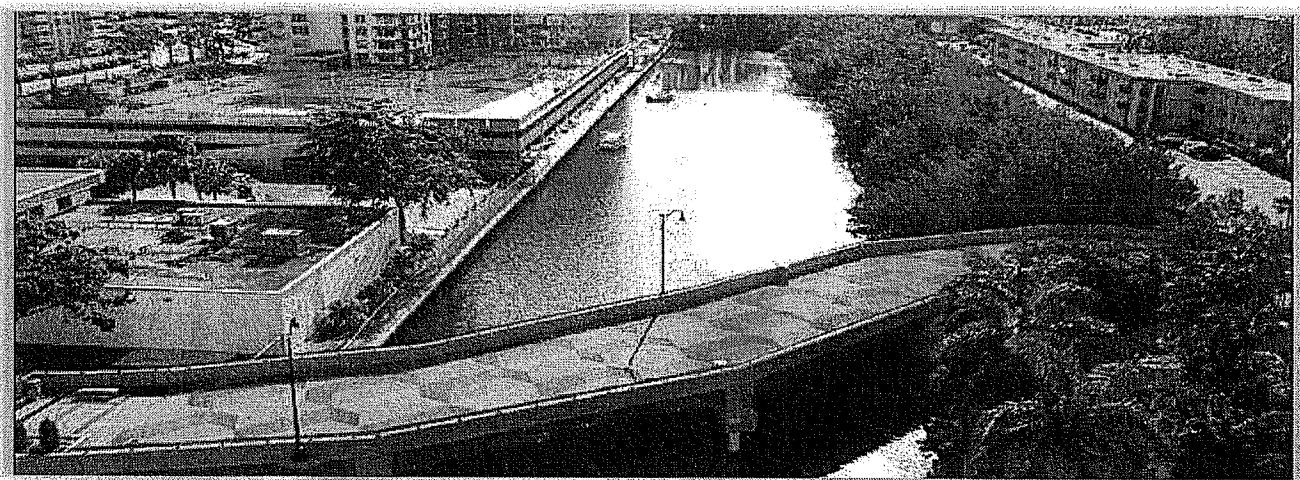
Miami-Dade LMS Projects were submitted to the State and deemed eligible for HMGP

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# \$310,820,258

Total HMGP funds allocated Statewide

### ***MITIGATION PROJECT FUNDED BY HMGP***



*Sunny Isles Emergency/Pedestrian Bridge*

The funding was utilized to build an Emergency/Pedestrian Bridge that connects North Bay Road from 172<sup>nd</sup> Street to 174<sup>th</sup> Street. The bridge provides an alternative access for emergency vehicles and a safer route for pedestrians and bicycles. Additionally, the bridge assists with evacuation of the area and may reduce the evacuation times for residents in the area.

### ***BUILDING RESILIENT INFRASTRUCTURE AND COMMUNITIES***

The Building Resilient Infrastructure and Communities (BRIC) program is a new FEMA pre-disaster hazard mitigation program that replaces the existing Pre-Disaster Mitigation (PDM) program. BRIC will support states, local communities, tribes and territories with hazard mitigation projects, to reduce the risks they face from disasters and natural hazards.

The BRIC program guiding principles are supporting communities through:

- Capability and capacity-building
- Encouraging and enabling innovation
- Promoting partnerships
- Enabling large projects
- Maintaining flexibility
- Providing consistency

8

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BRIC applications were submitted to the program by Miami-Dade County departments, municipalities and regional state agencies in 2020.

### ***FLOOD MITIGATION ASSISTANCE GRANT PROGRAM***

The Flood Mitigation Assistance (FMA) Grant Program provides resources to assist states, tribal governments, territories, and local communities in their efforts to reduce or eliminate the risk of repetitive flood damage to buildings and structures insurable under the National Flood Insurance Program (NFIP) as authorized by the National Flood Insurance Act of 1968, as amended.

The FMA Grant Program is focused on mitigating repetitive loss properties and severe repetitive loss properties. The FY 2020 FMA application cycle will prioritize \$70 million of the \$160 million available under FMA for community flood mitigation projects and FMA advance assistance. The grant application deadline was November 17<sup>th</sup>.



### ***COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION***

The Community Development Block Grant (CDBG) Mitigation (CDBG – MIT) Program is a pilot program with the U.S. Department of Housing and Urban Development (HUD). In May 2020, HUD allocated a total of \$633,485,000 in CDBG – MIT funding to the State of Florida for major disaster declarations in 2016 and 2017.

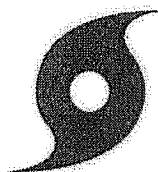
As a result, the Florida Department of Economic Development (DEO) created the Rebuild Florida Program to manage the CDBG – MIT projects and the distribution of grant funds to eligible applicants. DEO's Office of Disaster Recovery is the lead agency to distribute CDBG – MIT funds through three (3) Rebuild Florida programs – General Infrastructure, Critical Facility Hardening, and General Planning Support. These programs will focus on hazard risk reduction for:



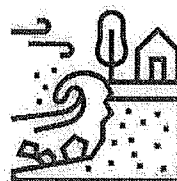
**Flooding**



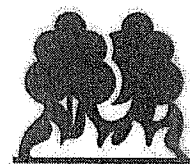
**Severe Weather**



**Tropical  
Cyclone**



**Coastal Erosion**



**Wildfire**

#### *General Infrastructure Program*

The General Infrastructure Program will account for 75 percent of the total CDBG – MIT grant funds. It is the broadest, most flexible and impactful of the programs. The funds from this Program will allow local and regional units of government to address significant hazard mitigation needs. This Program will fund large-scale and high-impact local, multi-jurisdictional, and regional investments that include upgrades of:

- Water and Sewer
- Solid Waste
- Communications
- Energy
- Transportation
- Health and Medical
- Any other public infrastructure projects that will reduce the hazard risks identified in the State Action Plan

**\$475,000,000**

Total Allocated Funds  
for the State of Florida

**22**

Number of Projects  
Submitted within  
Miami-Dade County

**\$181,330,953**

Total Funds Requested  
for Miami-Dade County  
Projects

The initial scoring process for the applications submitted has been completed, as of November 20, 2020. Final award decisions will be announced in 2021.



## 2020 Emergency Preparedness Report

### *Critical Facility Hardening Program*

The Critical Facility Hardening Program allows units of Local government and State agencies to harden critical buildings that serve a public safety purpose for local communities. Through this Program, critical facilities are enabled to better withstand the effects of the aforementioned hazards. Critical facilities include, but are not limited to:

- Potable Water Facilities
- Wastewater Facilities
- Police and Fire Departments
- Hospitals
- EOCs
- Emergency Shelters

**\$75,000,000**

Total Allocated Funds  
for the State of Florida

**36**

Number of Projects  
Submitted within  
Miami-Dade County

**\$76,215,536**

Total Funds Requested  
for Miami-Dade County  
Projects

As of November 20, 2020, the State of Florida is compiling the ranking of applications submitted for the Critical Facility Hardening Program.

### *General Planning Support Program*

The General Planning Support Program is to support local, regional, and statewide mitigation planning efforts. Mitigation planning efforts that qualify for this type of funding are:

- Land Use Planning
- Hazard Mitigation Planning
- Modernization and Resiliency Planning
- Upgrading Mapping Capabilities
- Other plans or capabilities to better understand evolving disaster risks
- Planning to reduce flood insurance premiums through the NFIP Community Rating System (CRS)
- Public service activities (e.g. education and outreach) that aim to support local, regional and statewide mitigation efforts and encourage mitigation best practices

**\$20,000,000**

Total Allocated Funds  
for the State of Florida

**4**

Number of Projects  
Submitted within  
Miami-Dade County

**\$4,005,255**

Total Funds Requested  
for Miami-Dade County  
Projects

As of November 20, 2020, all applications submitted have been ranked by the State of Florida. An announcement by the Governor's Office regarding the award decisions is forthcoming.

The response and recovery section highlights programs and initiatives that augment Miami-Dade County resources and the continuity of operations for County departments and overall facilities for response and recovery activities.

### ***CORONAVIRUS DISEASE 2019 RECOVERY***

In response to the COVID-19 Pandemic, two (2) reimbursement methods have been activated to provide financial relief to Miami-Dade County. The first was the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Through the Coronavirus Relief Fund, the CARES Act provides payments to Local, State and tribal governments to cover the following:

- Necessary expenditures incurred for COVID-19 operations
- Expenses not accounted for in the budget most recently approved as of March 27, 2020
- Expenses incurred between March 1, 2020 and December 30, 2020

The U.S. Treasury Department provided initial financial relief to 171 counties and cities with a population of more than 500,000 people in 2019, which includes Miami-Dade County. As of November 18, 2020, the County has received \$474,085,078.50 in CARES Act funding and has spent \$223,517,993.47.

Additional financial relief is being provided through the FEMA Public Assistance (PA) Program. On March 25, 2020, the President authorized a Major Disaster Declaration for the State of Florida. This declaration authorizes reimbursement for Category B (Emergency Protective Measures) expenses starting on January 20, 2020 and continuing to the end of the COVID-19 Pandemic. The cost share for reimbursement is 75 percent Federal and 25 percent State and local. Emergency protective measures conducted before, during, and after an incident are eligible if the measures eliminate or lessen immediate threats to lives, public health and safety, or eliminate immediate threat of significant damage to improved public and private property through cost effective measures.

Eligible emergency protective measures include the following:

- Transporting and pre-positioning equipment and other resources for response
- Costs related to EOC operations
- Supplies and commodities
- Medical care and transport
- Security
- Use or lease of temporary generators for facilities that provide essential community services
- Dissemination of information to the public to provide warnings and guidance about health and safety hazards using various strategies
- Mass mortuary service

## 2020 Emergency Preparedness Report

### FEMA PUBLIC ASSISTANCE PROGRAM FUNDING *(as of November 18, 2020)*

| PROJECT TITLE                                                | AMOUNT OBLIGATED TO<br>MIAMI-DADE COUNTY | FEDERAL COST SHARE    |
|--------------------------------------------------------------|------------------------------------------|-----------------------|
| Non-Congregate Sheltering                                    | \$1,705,752.38                           | \$1,279,314.29        |
| Miami-Dade Fire Rescue (MDFR) PPE                            | \$2,308,993.94                           | \$1,731,745.46        |
| Public Information                                           | \$146,842.72                             | \$110,132.04          |
| Miami-Dade Medical Examiner<br>Department Personnel Overtime | \$133,653.12                             | \$100,239.84          |
| <b>TOTAL</b>                                                 | <b>\$4,295,242.16</b>                    | <b>\$3,221,431.63</b> |

### DISASTER ASSISTANCE EMPLOYEE PROGRAM

Disasters trigger a significant number of assignments that need to be completed. To address this need, Miami-Dade County established a DAE Program. Miami-Dade County Ordinance Section 8B-11 authorizes the recruitment, training, and use of county employees as DAEs.

The table below reflects the DAE assignments by County Departments for this reporting period.

| DEPARTMENT NAME                                 | EOC ESSENTIAL<br>DAE ASSIGNMENT                        | TOTAL NUMBER OF<br>EMPLOYEES ASSIGNED |
|-------------------------------------------------|--------------------------------------------------------|---------------------------------------|
| Animal Services                                 | Pet-Friendly Evacuation Center<br>Staffing (with vets) | 72                                    |
| Audit Management Services                       | Points of Distribution                                 | 34                                    |
|                                                 | Evacuation Center Staffing                             | 33                                    |
| Communications                                  | Disaster Assistance Centers                            | 17                                    |
| Community Action & Human<br>Services Department | Evacuation Center Staffing                             | 446                                   |
|                                                 | Shuttering                                             | 25                                    |
|                                                 | Mobile Assistance Teams                                | 40                                    |
|                                                 | Disaster Assistance Centers                            | 20                                    |
| Cultural Affairs                                | Points of Distribution                                 | 60                                    |
|                                                 | Evacuation Center Staffing                             | 94                                    |
| Department of Solid Waste<br>Management         | Points of Distribution                                 | 15                                    |
|                                                 | Evacuation Center Staffing                             | 58                                    |
| Elections                                       | Mobile Assistance Teams                                | 40                                    |
|                                                 | Evacuation Center Staffing                             | 55                                    |
| Finance                                         | DAE Call Center                                        | 200                                   |
|                                                 | Evacuation Center Staffing                             | 90                                    |
| Human Resources                                 | Employee Volunteer Staging Area                        | 40                                    |
|                                                 | EOC Support                                            | 2                                     |



## 2020 Emergency Preparedness Report

| DEPARTMENT NAME                         | EOC ESSENTIAL<br>DAE ASSIGNMENT                    | TOTAL NUMBER OF<br>EMPLOYEES ASSIGNED |
|-----------------------------------------|----------------------------------------------------|---------------------------------------|
| Information Technology Department       | Evacuation Center Staffing                         | 160                                   |
| Internal Services Department            | Points of Distribution                             | 160                                   |
|                                         | Disaster Assistance Centers                        | 40                                    |
|                                         | Disaster Warehouse Operations                      | 20                                    |
|                                         | Evacuation Center Staffing                         | 215                                   |
|                                         | DAE Fleet                                          | 12                                    |
| Juvenile Services Department            | EOC Support                                        | 10                                    |
|                                         | Evacuation Center Staffing                         | 32                                    |
| Libraries                               | Points of Distribution                             | 160                                   |
|                                         | Evacuation Center Staffing                         | 295                                   |
|                                         | Employee Volunteer Staging Area Sites              | 12                                    |
| Medical Examiner                        | Evacuation Center Staffing                         | 26                                    |
| Miami-Dade Corrections & Rehabilitation | Points of Distribution                             | 160                                   |
|                                         | Evacuation Center Staffing                         | 440                                   |
|                                         | EEAP Call Center Staffing                          | 15                                    |
| Miami-Dade Fire Rescue                  | County Staging Area                                | 20                                    |
|                                         | EEAP Call Center Staffing                          | 15                                    |
| Miami-Dade Police Department            | Points of Distribution                             | 240                                   |
|                                         | Evacuation Center Staffing                         | 360                                   |
| Office of Management & Budget           | Points of Distribution                             | 60                                    |
|                                         | Evacuation Center Staffing                         | 50                                    |
| Property Appraiser                      | Points of Distribution                             | 240                                   |
|                                         | Evacuation Center Staffing                         | 311                                   |
| Regulatory and Economic Resources       | Points of Distribution                             | 160                                   |
|                                         | Evacuation Center Staffing                         | 180                                   |
|                                         | Accompany FEMA Assistance Teams                    | 12                                    |
| Water and Sewer Department              | Points of Distribution                             | 320                                   |
|                                         | Evacuation Center Staffing                         | 435                                   |
|                                         | Forklift Drivers to support Points of Distribution | 40                                    |
|                                         | DAE Call Center                                    | 60                                    |
|                                         | Alternate DAE Call Center Site                     | 10                                    |
| Port Miami                              | Points of Distribution                             | 80                                    |
|                                         | Evacuation Center Staffing                         | 75                                    |
| South Florida Workforce                 | Disaster Assistance Centers                        | 41                                    |

### MAY FLASH FLOOD EVENT

Miami-Dade County experienced significant between May 27<sup>th</sup> and 29<sup>th</sup>. Three (3) days of rainfall resulted in 5 to 15 inches of flooding throughout the county. Several South Florida Water Management District (SFWMD) canals had to activate pumps to move water and prevent significant flooding. The Miami-Dade County 311 Contact Center received 617 flood related reports from residents. A total of 100 families received assistance from the American Red Cross.

As a result of this event, a Small Business Administration (SBA) Disaster Declaration was granted for Miami-Dade County. This SBA Declaration provided the following assistance programs to home and business owners:

### Physical Disaster Loans

- Loans to homeowners and businesses to repair or replace disaster-damaged property.
- **Application deadline passed**

### Economic Injury Loans

- Working capital loans to help small businesses meet their ordinary and necessary financial obligations that cannot be met as a direct result of the disaster.
- **Application Deadline: April 13, 2021**

| SMALL BUSINESS DISASTER LOAN PROGRAM STATUS <i>(as of November 16, 2020)</i> |                      |                          |                 |              |
|------------------------------------------------------------------------------|----------------------|--------------------------|-----------------|--------------|
| LOAN STATUS                                                                  | HOME PHYSICAL DAMAGE | BUSINESS PHYSICAL DAMAGE | ECONOMIC INJURY | TOTAL        |
| Applications Received                                                        | 123                  | 83                       | 22              | 228          |
| Applications in Progress                                                     | 4                    | 6                        | 1               | 11           |
| Loans Approved                                                               | 16                   | 4                        | 1               | 21           |
| Dollars Approved                                                             | \$545,900.00         | \$190,200.00             | \$25,000.00     | \$761,100.00 |

### *RESIDENTIAL HEALTH CARE FACILITY*

Mandated by the State of Florida, residential health care facilities are to prepare and annually update an emergency plan that demonstrates their ability to either safely shelter-in-place or evacuate those in their care while maintaining a level of care proportionate to the resident/patient's needs.

On an annual basis, facilities are to submit their CEMP for review and approval to Miami-Dade OEM through the Residential Health Care Facilities Program. Facilities bound under this legislation include hospitals, nursing homes, assisted living facilities, intermediate care facilities for developmentally disabled, ambulatory surgical centers, and adult day care centers.

Furthermore, all nursing homes and assisted living facilities are to submit an Emergency Power Plan (EPP) to OEM for review and approval. This is to ensure that the ambient air temperatures will be maintained at or below 81 degrees Fahrenheit for a minimum of 96 hours, further ensuring the life safety of their residents.

In order to ensure that facilities are in compliance with Florida law, Miami-Dade OEM provides the following assistance:

- Training for facility administrators of residential health care facilities on CEMP and EPP submission
- Guidance regarding plan development or requirements
- Review and approval of a facility's CEMP and EPP, if applicable

In order to ensure the safety of residents/patients in the care of the aforementioned facilities throughout the COVID-19 Pandemic, the OEM has consistently used email, text and phone call emergency notifications to disseminate timely and important information affecting residential health care facilities, their staff and patients. These emergency notifications assist facilities to keep their most vulnerable safe.

Below is a summary of the number of CEMPs submitted by residential health care facilities for review by OEM during this reporting period.

**1,070**

**119**

**1,189**

Existing Facilities Plans

New Plans

Total

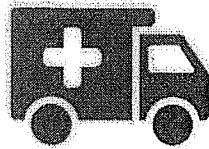


### *EMERGENCY AND EVACUATION ASSISTANCE PROGRAM*

Ever-growing, the Miami-Dade County Emergency and Evacuation Assistance Program (EEAP) targets County residents with functional and access needs who require transportation and/or sheltering assistance in the event of an emergency requiring an evacuation.

The program offers the following:

- Specialized transportation
- Safe shelter
- Medical monitoring
- Post-disaster wellness checks



During an evacuation, the Evacuation Support Unit (ESU), along with partner agencies, assists the Miami-Dade EOC to coordinate evacuation efforts of clients enrolled in the EEAP registry. EEAP clients are assigned transportation and an evacuation center appropriate for their required level of care and medical needs.

The EEAP may be used for any type emergency that occurs in Miami-Dade County which necessitates an evacuation, such as hurricanes; tornadoes; chemical or hazardous material releases (e.g. industrial accident or act of terrorism); wildfires; widespread power outages; and technical hazards.

New technological advances in our emergency notification system has allowed the County's ESU to maintain clients' personal and medical information current during the COVID-19 pandemic. Emergency notifications expedites the ESU's evacuation operations and minimizes redundancy, thus allowing the ESU and partner agencies to assist more EEAP clients quickly by making direct contact successfully within the first attempt prior to or during an emergency.

Virtual and pre-recorded trainings of ESU operations with partner agencies has further enhanced ESU coordination and has allowed partners access to review, as necessary, video trainings to better perform their respective role(s) within the ESU.

Below is a summary of the total number of EEAP registrants by facility type.

**2,031**

Medical  
Management  
Facility (MMF)

**1,459**

Medical  
Evacuation  
Center (MEC)

**361**

Evacuation  
Centers

**18**

Pet-Friendly  
Evacuation  
Centers (PFEC)

### ***SHELTERS/EVACUATION CENTERS***

Miami-Dade OEM, in collaboration with Miami-Dade County Public Schools (MDCPS), identify and assess facilities to be utilized as evacuation centers and shelters. Evacuation Centers are for the general population and are meant to be utilized as a refuge of last resort, when the option to evacuate locally to the home of a friend or family is not possible. Evacuation Centers are not designed for comfort; therefore, evacuees must bring their own comfort items. Pet-Friendly Evacuation Centers (PFEC) have been pre-assigned for residents who will evacuate with their pets. Only PFECs allow pets, but service animals are welcomed in all Evacuation Centers. Medical Evacuation Centers (MEC) are evacuation centers for individuals who require assistance with activities of daily living or have functional and access needs.

Facilities that are used after a disaster are called shelters. Shelters often accommodate fewer people, have more amenities, such as cots/bedding, and are geared for individuals who have been displaced due to damage to their homes after a disaster. At a shelter, individuals may be provided with a variety of social services and State/Federal assistance which includes the coordinating and identification of permanent housing. Shelters may be open for days or months.

OEM has prepared Evacuation Centers for COVID-19 to ensure staff and evacuees are safe during evacuations. The following actions have been implemented:

- Added COVID-19 Training for Evacuation Centers managers and general staff
- Implemented a COVID-19 specific screening process prior to entering the Evacuation Centers throughout the evacuation
- Identified isolation areas within Evacuation Centers for individuals who arrive with or develop symptoms at the Evacuation Centers
- Added PPE for staff to Evacuation Center supplies
- Created individual PPE Kits for evacuees
- Added a section on COVID-19 Evacuation Center Protocols to the Hurricane Readiness Guide to ensure evacuees know what to expect and what to bring

#### **General Population**

Facilities: **84**  
Standard Capacity: **124,218**  
Catastrophic Capacity: **161,193**

#### **Medical**

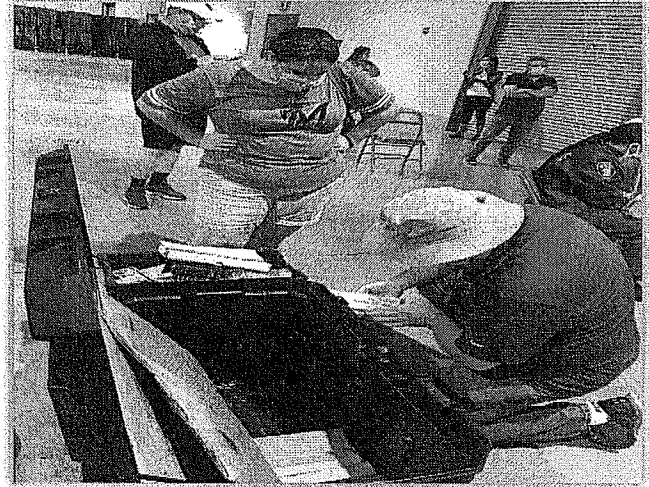
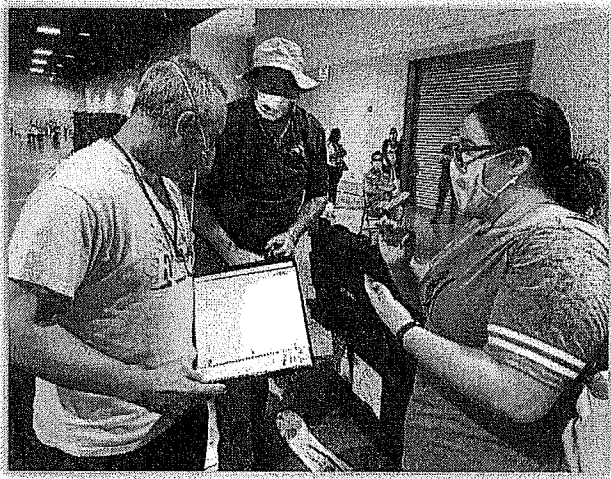
Facilities: **6**  
Capacity: **3,000**

#### **Pet-Friendly**

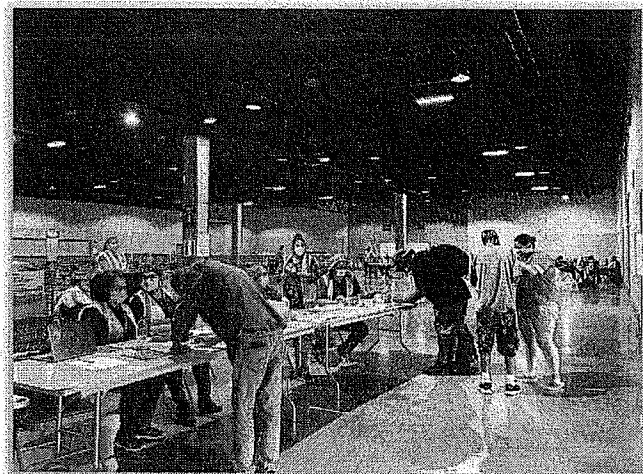
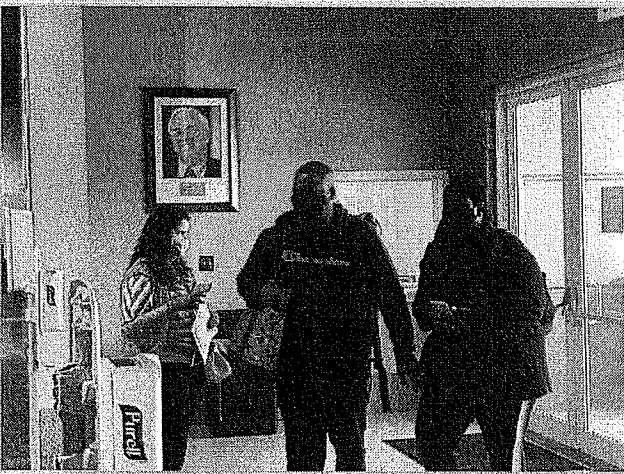
Facilities: **5**  
Capacity: **1,730**

On an annual basis, OEM evaluates the current capacity of Evacuation Centers and strives to increase the existing capacity by identifying additional locations. All Evacuation Centers are managed and staffed by DAEs in conjunction with other partner agencies such as MDCPS, MDPD, MDRF, Municipal Law Enforcement and Fire Rescue, Miami-Dade Schools Police Department, and Miami-Dade Corrections and Rehabilitation. Evacuation center staffing is a critical role which requires a significant increase in County personnel. Training for DAEs and partner agencies takes place throughout the year to ensure all staff are comfortable and confident in their role during shelter operations.

## 2020 Emergency Preparedness Report

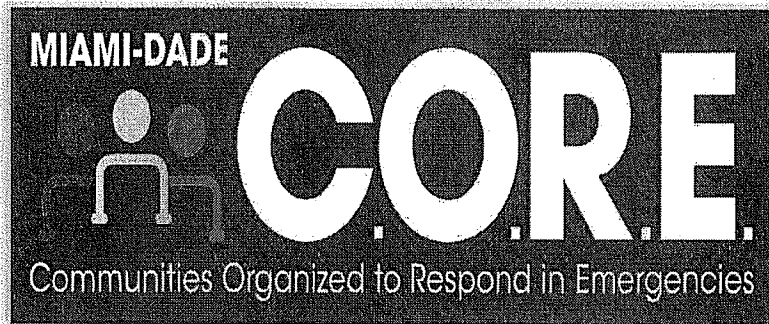


*Top Pictures: Illustrate Miami-Dade County DAEs, MDPD and the Animal Services Department setting up the PFEC at Fuchs Pavilion before Tropical Storm Eta in November 2020.*



*Left Picture: Illustrates evacuees entering the PFEC after a DAE conducted a temperature check  
Right Picture: Illustrates DAEs checking in evacuees into the PFEC.*

### *FAITH-BASED AND COMMUNITY ORGANIZATIONS*



Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.), is a nationally recognized program, established in partnership with the DHS' Center for Faith-based & Neighborhood Partnerships. M-D C.O.R.E. is a network of faith-based and community organizations that provide services such as feeding, sheltering, counseling, and

other volunteer services to their communities following an emergency or disaster. M-D C.O.R.E. uses the whole community approach to increase resiliency in Miami-Dade County and better coordinate resources by avoiding the duplication of services in the same area.

In 2020, OEM has continued to engage new groups by participating in several virtual community meetings. Despite OEM's challenges to engage and connect with community groups as a result of the COVID-19 Pandemic, OEM remains successful. OEM has partnered with two (2) force multipliers, Miami Climate Alliance and United Nations Chaplain Association (UNCA) which combined adds more than 90 organizations to the M-D C.O.R.E. program. These new partners expand OEM's engagement and outreach into the community in areas of migrant communities, changes in the needs of low-income individuals and families, social justice concerns, and the effectiveness of a chaplaincy working with law enforcement to reunite communities. UNCA is a global organization of multifaceted leaders with an objective to serve in domestic missions throughout the continental United States and the Caribbean. Members from UNCA are highly respected and recognized across a wide industry spectrum including government, healthcare, law, finance, manufacturing, disaster management, and various interfaith-based operations.

M-D C.O.R.E. partners continue to be an instrumental part of OEM's COVID-19 operations by identifying human services gaps within certain communities and collectively strategizing on solutions. Here are some of the ways M-D C.O.R.E. partners have assisted during this global health crisis:

- Feeding South Florida has distributed more than 14,863,000 pounds of food to more than 324,000 households
- King Jesus International provided over 18,878,560 pounds of food to more than 80,000 households. Additionally, they supported 1,500 families in need with turkeys and food boxes for Thanksgiving, as well as 52 churches and organizations
- Miami Workers Center and the Black Women's Assembly conducted food distributions to support individuals and families in need
- Florida Regional Interfaith/Interagency Emergency Network for Disaster, Inc. (F.R.I.E.N.D.), the Long-Term Recovery Group for Miami-Dade County, continues to:

## 2020 Emergency Preparedness Report

- Work collaboratively to ensure individuals and families receive necessary social services and home repair services
- Work with OEM to provide tarps for residents in need
- Serve as a valuable resource by connecting smaller community and faith-based operations with resources

### **REBUILD FLORIDA**

This DEO Program, funded by HUD, was created to help Florida's long-term disaster recovery efforts.

#### *Hurricane Irma Community Development Block Grant – Disaster Recovery*

### **Home Repair Program**

- The State is working with a pool of qualified home contractors to repair, reconstruct or replace properties damaged due to Hurricane Irma. The application period for the Grant has closed and the State contractors began to work on eligible homes. A total of 1,896 people have registered with this program.

### **Infrastructure**

- This \$85 million fund will finance infrastructure restoration and improvement projects. The application period for this grant has closed and the applications submitted are under State review.

### **Voluntary Buyout Program**

- This Program encourages risk reduction through the purchase of residential property in high flood-risk areas to help reduce the impact of future disasters. The application period for this Grant has closed and the applications submitted are under State review.

### **Business Loan**

- This Program is providing \$40 million in loans to businesses identified by the State as key strategic markets for future growth and will focus on creating and enhancing the diversification and resiliency of Florida's economy. This Loan is still available and further details can be accessed via the following link: <http://floridajobs.org/rebuildflorida/businessrecovery>.

### **Workforce Affordable Rental Housing**

- The Program provides \$140 million for the construction of new affordable workforce housing to help address housing shortages worsened by Hurricane Irma. Further details can be accessed via the following link: <http://floridajobs.org/rebuildflorida/localpartners>.

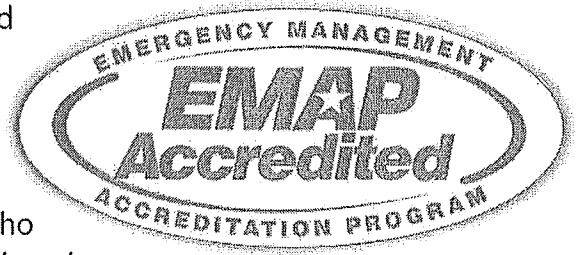


# ACCREDITATIONS

Accreditation recognizes the ability of the County's programs to bring together personnel, resources, and communications from a variety of agencies and organizations in preparation for and in response to a disaster of any type and demonstrates the ability to measure these capabilities.

## *EMERGENCY MANAGEMENT ACCREDITATION PROGRAM*

EMAP is the voluntary standards, assessment and accreditation process for disaster programs throughout the country. EMAP has established a set of 66 credible standards, considered the Emergency Management Standard. Local and state emergency management programs who apply are evaluated, every five (5) years, by these standards. **OEM has been EMAP accredited since 2012 and received full re-accreditation in April 2017.**



## *COMMISSION OF FIRE ACCREDITATION INTERNATIONAL*



The Commission on Fire Accreditation International (CFAI) has 11 members that represent a cross-section of the fire and emergency service, including fire department, city and county management, labor, standards development organizations, and the U.S. Department of Defense. CFAI accreditation is a voluntary program designed to provide fire departments with a self-assessment process that evaluates how well their mission, goals, objectives, and resource allocations meet their jurisdiction's risk and hazards. It mandates continual incremental service improvement. Accreditation directs fire departments toward meeting stated goals and providing value added service by introducing new concepts, ideas, and methods to meet the rapid changes influencing the fire service and local fire departments.

The CFAI accreditation process provides a well-defined, internationally recognized benchmark system to measure the quality of fire and emergency services. MDRF is one of only 270 agencies in the world to achieve International Accreditation Agency status by the CFAI, which is part of the Center for Public Safety Excellence and remains the largest accredited fire rescue department in the Southeast and the second largest in the Nation. MDRF initially received CFAI Accreditation in 2010. The process must be completed every 5 years.



## 2020 Emergency Preparedness Report

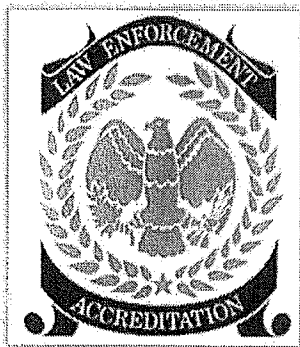
On March 31, 2020, MDRF submitted all required documentation to the CFAI for its third accreditation cycle. Following submission, CFAI assigned a peer assessment team to review documents, conduct a site visit to validate the Department's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the department is eligible for award of accreditation. The site visit was held September 19-24, 2020 and resulted in the peer team recommending MDRF for accreditation. **MDRF appeared before the CFAI Commission on October 27, 2020 for the first virtual Commission Hearing and was granted accreditation status for the third time.**

### *COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES*

MDPD holds dual accreditation with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), which is National and the Commission for Florida Law Enforcement Accreditation, Inc. (CFA), which is State.

Both Accrediting Commissions provide a process to systematically conduct an internal review and assessment of agency policies and procedures and make the necessary adjustments to meet a body of law enforcement standards.

MDPD is one (1) of the largest law enforcement agencies in the southeastern United States. **MDPD initially became accredited with CALEA in 1993 and received its 9<sup>th</sup> reaccreditation award in November 2020. Additionally, MDPD has been accredited with CFA since October 2004 and was reaccredited with its 5<sup>th</sup> award at the Excelsior level in October 2020.** Maintaining accreditation is strongly contributed to MDPD carrying out its mission of providing service with integrity, respect and fairness.

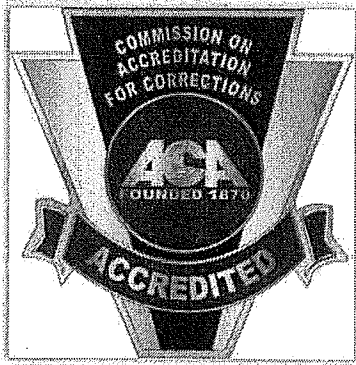


CALEA



CFA

### *AMERICAN CORRECTIONAL ASSOCIATION*



The American Correctional Association (ACA) is a private, non-profit professional organization that administers accreditation programs for all components of correctional agencies. In order to achieve accredited status from ACA, an entity must prepare for and pass an inspection conducted by an audit team representing the accrediting body. During the audit, the agency's compliance with applicable standards and quality of life indicators is scrutinized. To maintain accredited status, an entity must successfully demonstrate acceptable compliance and quality of life levels on an annual basis and undergo a re-accreditation audit by the accrediting body every three (3) years.

**The following Miami-Dade Corrections and Rehabilitation (MDCR) facilities are ACA accredited:**

- **Boot Camp was first accredited in March 2004 and re-accredited in June 2019**
- **Central Administrative Offices have been accredited since February 2002 and re-accredited in 2021**

# PUBLIC SAFETY PROGRAMS

This section details the programs and campaigns designated to maintain or enhance the public safety-centric aspects essential for any large metropolitan area. They serve to reduce and deter crime, and support the effectiveness of local fire rescue, law enforcement, corrections and emergency management agencies.



## MIAMI-DADE FIRE RESCUE

In 2020, MDR's 154 frontline rescue and fire suppression units were dispatched nearly 400,000 times to approximately 245,000 emergencies. Of these, more than 180,000 were medical emergencies. MDR transported almost 72,000 residents and visitors to South Florida hospitals.

MDR placed a new station and two (2) new units in service throughout Miami-Dade County this year. New temporary Westwood Lake Fire Rescue Station was placed in service at 4911 SW 117<sup>th</sup> Avenue in early 2020. Rescue 41, which had been placed in service at Station 45 (9710 NW 58<sup>th</sup> Street) in late 2019, was relocated to the temporary station to deliver advanced life support to the unincorporated areas abutting the Florida Turnpike from Bird Road to Kendall. In September 2020, Engine 68 was placed in service to serve the residents in unincorporated West Miami-Dade County. The new Engine, staffed by four (4) firefighters 24 hours a day, seven (7) days a week, is temporarily housed at MDR Doral North Fire-Rescue Station 69 until completion of MDR Dolphin Fire-Rescue Station 68. In October 2020, Rescue 71 was placed into service and is temporarily housed at MDR Cutler Ridge Fire-Rescue Station 34 until the completion of temporary MDR Eureka Fire-Rescue Station 71. The new Rescue 71 enhances fire rescue services for residents in unincorporated South Miami-Dade County.

During the third quarter of the year, MDR welcomed two (2) new Fireboats to its maritime response fleet to replace two (2) existing frontline fireboats that were more than 10 years old. These new fireboats will allow for faster response time and increased pumping capabilities for firefighting in South Florida waterways. MDR also placed two (2) new Aircraft Rescue and Firefighting Vehicles (ARFF) in service at Miami International Airport (MIA) Fire-Rescue Station 12.

## 2020 Emergency Preparedness Report

These units, FOAM 1 and FOAM 3, replaced existing ARFF units and enhance MDFR's ability to respond to and combat aircraft fires and other types of emergencies on the north side and throughout the air operations area of MIA, one of the world's busiest airports. These specialized units operate 24 hours a day, seven (7) days a week and are staffed with four (4) highly trained ARFF personnel.

Additionally, MDFR received the first of four (4) new helicopters in October 2020. The new fleet of intermediate twin engine helicopters will replace the existing fleet of helicopters that are more than 20 years old, providing improved special operations capabilities and more enhanced technology to ensure flight safety. The helicopters will perform emergency medical rescue, search and rescue and fire suppression missions.



*MDFR's new fireboats for the Maritime Response Fleet.*



*One (1) of four (4) new MDFR helicopters.*

### *Junior Cadets*

MDFR's Junior Cadets Program was established in 1978 to offer high school students, both male and female, between the ages of 14 and 18, the opportunity to explore careers in the fire rescue service. The Junior Cadets participate in extensive training, which includes a combination of instructional coursework, community service activities, statewide EMS competitions, and a "ride-along" program, in which Junior Cadets work side-by-side with Miami-Dade firefighters on fire rescue units, assisting the crews during real emergency incidents. Training constitutes a year-round program that meets once a week.



*MDFR Junior Cadets*

## 2020 Emergency Preparedness Report

### *Junior Lifeguards Program*

MDFR Junior Lifeguard Program aims to fulfill the following goals:

- Prevent childhood drowning through aquatic education
- Provide the youth in the community an opportunity to become interested in learning the responsibilities of ocean lifeguarding
- Promote a career interest in ocean lifeguarding among the youth and create a future for in-house lifeguard recruitment opportunities

Applicants must perform a basic swimming abilities test prior to being accepted into the Program. The abilities test consists of a 100-yard swim with a non-resting stroke in less than two (2) minutes, swim 30-feet underwater, and tread water for three (3) minutes.

During the summer months, MDFR's Ocean Rescue Bureau (ORB) Lifeguards spend time teaching selected applicants the roles and responsibilities of lifeguarding. Instructors provide students with real world experience by immersing them in the water and marine environment during their trainings. Students are taught ocean and beach safety, marine life identification, basic life-saving techniques, first aid, introduction to Cardio-Pulmonary Resuscitation (CPR), and recognition of hazardous marine conditions such as riptides and rip currents. Additionally, students participate in a series of lectures, lessons, activities, and scenario-based trainings that cover topics such as courtesy, respect, discipline, and general sportsmanship while placing emphasis in the hazards relating to ocean swimming.

Junior Lifeguards participated in daily "get in shape" non-aquatic activities that include: running, paddling, pushups, and military-style group calisthenics. There is an emphasis placed in group beach games and water activities such as volleyball, beach soccer, and dodgeball on the sandbar. The Program includes field trips to local parks with a focus on local ecology, and biology which offers team-oriented fun. At the end of each summer program, there is an awards ceremony where instructors recognize and award the following students: Most Professional, Most Improved, Most Athletic, Sportsmanship, Best Attitude and the Junior Lifeguard of the Summer (main award). Trainings take place at Crandon Beach in Key Biscayne and Haulover Beach in North Miami Beach. Unfortunately, due to the COVID-19 Pandemic the program was suspended for 2020, but are looking forward to the program returning in 2021.



*MDFR Junior Lifeguards from previous years.*

### *Elder Links*

Elder Links is a referral-based outreach program with the dual purpose of overseeing that MDRF effectively meets the State of Florida mandate to report children and elderly who may be victims of abuse or neglect and providing a safety net for residents who are having a difficult time accessing resources and/or caring for themselves. Through a collaborative effort between MDRF, local hospitals, and other government and community agencies, the program effectively extends the scope of assistance beyond incident response operations for the most vulnerable members of the community. Even as this Program continues to grow in scope, it has quickly become a successful outreach resource, regardless of the age of the citizen being served.

Elder Links primary areas at this time include:

- Mandated reporting for Department of Children and Families (DCF) to investigate the abuse of neglect of children, adults and the elderly
- Magnify opportunities for social services for individuals in need
- Mitigate frequent callers by addressing the root issue and obtaining services through outside agencies
- Monitor Skilled Nursing Facilities by working with Federal and local agencies for the benefit of the patient

During 2020, MDRF Elder Links program processed over 500 referrals received from MDRF operational units at an average of over 40 cases a month.

Elder Links serves as an outreach to MDRF field personnel, local, State and Federal government agencies, hospitals, non-for-profit and faith-based organizations. Thanks to this collaborative effort between MDRF and community partners the Elder Links program effectively extends the scope of assistance beyond incident response operations. The following are just several examples of recent community engagement:

- Collaboration with Senior Advocate to the Office of the Mayor and MDRF representation in the Mayor's Elder Affairs committee meetings. Participation in the Elder-Abuse awareness campaign from the Mayor at Miami Dade County Public Libraries
- Continued partnership with Share Your Heart for Emotional/Spiritual support and emergency food assistance
- Continued partnership with DCF and the Agency for Health Care Administration (AHCA) for proper treatment of individuals in medical facilities
- Continued partnership with United States Military Southern Command (SouthCom) and Jewish Community Services to provide training for MDRF personnel in order to provide better service the community. Classes included Applied Suicide Intervention Skill Training (A.S.I.S.T.) and Mental Health Crisis Intervention classes for individuals and groups



## 2020 Emergency Preparedness Report

- Collaboration with the Miami-Dade EOC to assist with coordination of possible evacuation of vulnerable adult population due to hurricanes
- Coordination and management of collection site for MDRF Annual Thanksgiving Food Drive
- Referral coordination for Miami-Dade County Mayor's In-Home Appointment Based Testing and food distribution sites related to COVID-19
- Increased countywide coordination with Fire Rescue Departments through the Fire Officers Association of Miami-Dade (FOAM-D). Participated during weekly meetings during height of the COVID-19 Pandemic to support departments and the communities they serve
- COVID-19 Support Group for Firefighters and MDRF personnel
- Creation of Anxiety Workbook to support firefighters and their family members during challenging times
- Creation of Retired Firefighter Weekly Phone Call line to support them and their community (especially those in isolation) during the COVID-19 Pandemic

### **MIAMI-DADE CORRECTIONS AND REHABILITATION**

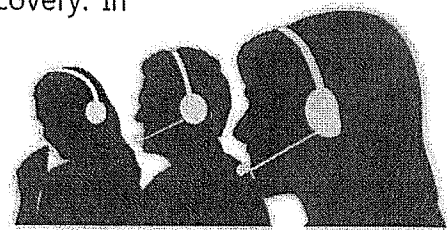
#### *Fingerprinting or Kid's Safety*

MDCR staff provides free fingerprints of children to their parents at a variety of outreach events each year. Fingerprints can help law enforcement identify a child if missing or lost and increase the chance of their proper identification and safe return home. MDCR fingerprint approximately 3,000 children annually.

#### *Emergency Response Group*

MDCR serves the community by providing crucial functions to countywide emergency response operations. Upon countywide emergency declaration, MDCR's Emergency Response Group (ERG) bridges the gap between mitigation, preparedness, response, and recovery. In addition to fulfilling MDCR's everyday critical missions, upon activation, the ERG serves in a variety of function, which includes:

- Providing critical support at the Miami-Dade EOC by assisting with the EEAP and the ESU
- Staffing the countywide sexual offender/sexual predator emergency Evacuation Center
- Coordination of DAE for staffing general population Evacuation Centers and PODs
- Providing sworn correction officers to augment the county's law enforcement personnel to assist with maintaining shelter security, traffic and crowd control with the 125 members of the Corrections Second Responder Team (CSRT)
- Providing essential response and support vital to the countywide radiological emergency response



### ***MIAMI-DADE POLICE DEPARTMENT***

#### *Gun Bounty Program*

Working in partnership with Miami-Dade Crime Stoppers, the Gun Bounty Program marked its 13<sup>th</sup> year anniversary in June 2020. Since its creation in 2007, this program has been responsible for 670 arrests and the removal of 1,062 guns from the streets of Miami-Dade County. Officers participated in over 28 community events, promoting the importance of anonymously turning in a person who is in possession of an illegal firearm.

It is important to note the program serves to protect residents in far more ways than taking guns off the streets. In 2020, the program was also responsible for the recovery of the \$28,172 in U.S. currency and Narcotics, estimated street value of \$52,280.

# SOCIAL MEDIA & COMMUNICATIONS

Given the popularity of social media and that a larger number of the population turns to these forums for disaster information, OEM, MDCR, MDPD and MDFR all manage government pages on Facebook, Twitter and Instagram. In addition to focusing on their respective missions, these social media pages all market countywide programs.

## MIAMI-DADE COUNTY OFFICE OF EMERGENCY MANAGEMENT

Information posted provides regionally adopted preparedness messages, informs the public on events being monitored, emerging or occurring, and provides insight into the operations of OEM.



[Facebook.com/MiamiDadeCountyEM](https://www.facebook.com/MiamiDadeCountyEM)



[Twitter.com/MiamiDadeEM](https://twitter.com/MiamiDadeEM)

## MIAMI-DADE FIRE RESCUE

Information posted provides updates on the daily operations of the department as well as special events. It further provides alerts to dangerous conditions inland and coastal.



[Facebook.com/MiamiDadeFireRescue](https://www.facebook.com/MiamiDadeFireRescue)



[Twitter.com/MiamiDadeFire](https://twitter.com/MiamiDadeFire)



[Instagram.com/miamidadefirerescue](https://www.instagram.com/miamidadefirerescue)

## MIAMI-DADE POLICE DEPARTMENT

Information posted provides alerts in neighborhood crime, allows individuals to submit anonymous tips about crime and includes Public Flyers to solicit information about wanted individuals or crimes.



[Facebook.com/miamidadepd](https://www.facebook.com/miamidadepd)



[Twitter.com/MiamiDadePD](https://twitter.com/MiamiDadePD)



[Instagram.com/miamidadepd](https://www.instagram.com/miamidadepd)

## MIAMI-DADE CORRECTIONS & REHABILITATION

Information posted provides updates on the daily operations of the department as well as special events.



[Facebook.com/miamidadecorrections](https://www.facebook.com/miamidadecorrections)



[Twitter.com/MDCCorrections](https://twitter.com/MDCCorrections)



[Instagram.com/miamidadecorrections](https://www.instagram.com/miamidadecorrections)

## Homeland Security Grants

### URBAN AREA SECURITY INITIATIVE (UASI)

The UASI Program assists high-threat, high-density Urban Areas in their efforts to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

### STATE HOMELAND SECURITY GRANT (SHSGP)

DHS distributes grant funds to enhance the ability of regional authorities to prepare, prevent and respond to terrorist attacks and other disasters. Jurisdictions use grants for planning, equipment, training and exercise.

| GRANT'S NAME                                     | GRANTEE        | AMOUNT      |
|--------------------------------------------------|----------------|-------------|
| Urban Area Security Initiative 18 – Miami FR2225 | OEM            | \$1,179,720 |
| Urban Area Security Initiative 19 – Miami FR2238 |                | \$1,370,151 |
| State Homeland Security Grant 2018 – FR2221      | OEM            | \$78,480    |
| State Homeland Security Grant 2019 – FR2233      |                | \$190,000   |
| State Homeland Security Grant 2017 – FR2205      | MDFR<br>HAZMAT | \$31,656    |
| State Homeland Security Grant 2018 – FR2220      |                | \$65,400    |
| State Homeland Security Grant 2019 – FR2235      |                | \$142,000   |
| State Homeland Security Grant 2017 – FR2206      | MDFR<br>USAR   | \$100,000   |
| State Homeland Security Grant 2018 – FR2219      |                | \$45,000    |
| State Homeland Security Grant 2019 – FR2236      |                | \$40,000    |
| TOTAL                                            |                | \$3,242,407 |

## Disaster Management Grants

### EMERGENCY MANAGEMENT PERFORMANCE GRANT (EMPG)

The EMPG Program plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient nation.

### EMERGENCY MANAGEMENT PREPAREDNESS & ASSISTANCE (EMPA) GRANT

The EMPA Grant Program is awarded to counties to implement and administer county emergency management programs including management and administration, training and operations.

| GRANT'S NAME                                                  | GRANTEE | AMOUNT    |
|---------------------------------------------------------------|---------|-----------|
| Emergency Management Performance Grant – FR2245               | OEM     | \$479,406 |
| Emergency Management Preparedness & Assistance Grant – FR2241 |         | \$105,806 |
| TOTAL                                                         |         | \$585,212 |



COUNTY