


Memorandum



Date: February 17, 2012

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Annual Emergency Preparedness Report

Pursuant to the Citizens' Bill of Rights, Section 10 of the Miami-Dade County Home Rule Charter and Florida Statute 252, attached for your review is the annual Miami-Dade County Emergency Preparedness Report. This report informs the Board on the status of the ability of Miami-Dade County to prepare for, respond to, and manage disasters and emergencies.

If you have any questions, please contact William "Shorty" Bryson, Chief, Miami-Dade Fire Rescue Department at 786-331-5109.

Attachment

c: Genaro "Chip" Iglesias, Deputy Mayor
James K. Loftus, Director, Miami-Dade Police Department
Timothy Ryan, Director, Miami-Dade Corrections and Rehabilitation Department



2010-2011
EMERGENCY
PREPAREDNESS
REPORT

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EXECUTIVE SUMMARY

This report covers the time period of October 1st, 2010 through September 30th, 2011. It fulfills the requirement of Chapter 8B of the County Code stipulating that the Miami-Dade Office of Emergency Management (MDEM) provides the Mayor and the Board of County Commissioners with an annual Emergency Preparedness Report. The report is also pursuant to the Citizens' Bill of Rights, Section 10 of the Miami-Dade County Home Rule Charter and Florida Statute 252.

This document details those programs managed by the County's public safety agencies that strive to secure the general safety and well-being of our communities. It outlines the County's current level of preparedness and how that level is maintained and improved upon through planning, training, exercise, and mutual aid. This report provides insight into the County's Homeland Security capabilities and sustainability. It further details those programs that reduce or deter crime and target the safety of the County's more vulnerable populations; children and those with functional needs.

The following is a summary of the major components of this 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 training and exercise.
- Public education 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, stakeholder and professional public safety resources.





Miami-Dade Corrections and Rehabilitation

Mission Statement

We, the Miami-Dade County Corrections and Rehabilitation Department serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community

Accreditation: American Correctional Association

Miami-Dade Emergency Management

Mission Statement

“To support our community's disaster preparedness, response, recovery, and mitigation needs through the coordination of information and resources.”

Accreditation: Emergency Management Accreditation Program (conditional)

Miami-Dade Fire Rescue

Mission Statement

We protect people, property and the environment by providing responsive professional and humanitarian fire rescue services essential to public health, safety and well-being

Accreditation: Commission on Fire Accreditation International

Miami-Dade Police

Mission Statement

Will commit its resources in partnership with the community to:

- Promote a safe and secure environment, free from crime and the fear of crime.
- Maintain order and provide for the safe and expeditious flow of traffic.
- Practice our core values of integrity, respect, service, and fairness.

Accreditation: Commission on Accreditation for Law Enforcement Agencies

PUBLIC SAFETY PROGRAMS

This section details the programs and campaigns designed to maintain or enhance the public safety-centric aspects requisite for any large, metropolitan area. They serve to reduce and deter crime and to support the effectiveness of local law enforcement, fire rescue, corrections and emergency management agencies. In doing so, these programs better secure the general safety and welfare of the County’s communities; including residents, business, visitors, and those who attend educational institutions.

Miami-Dade Police Department

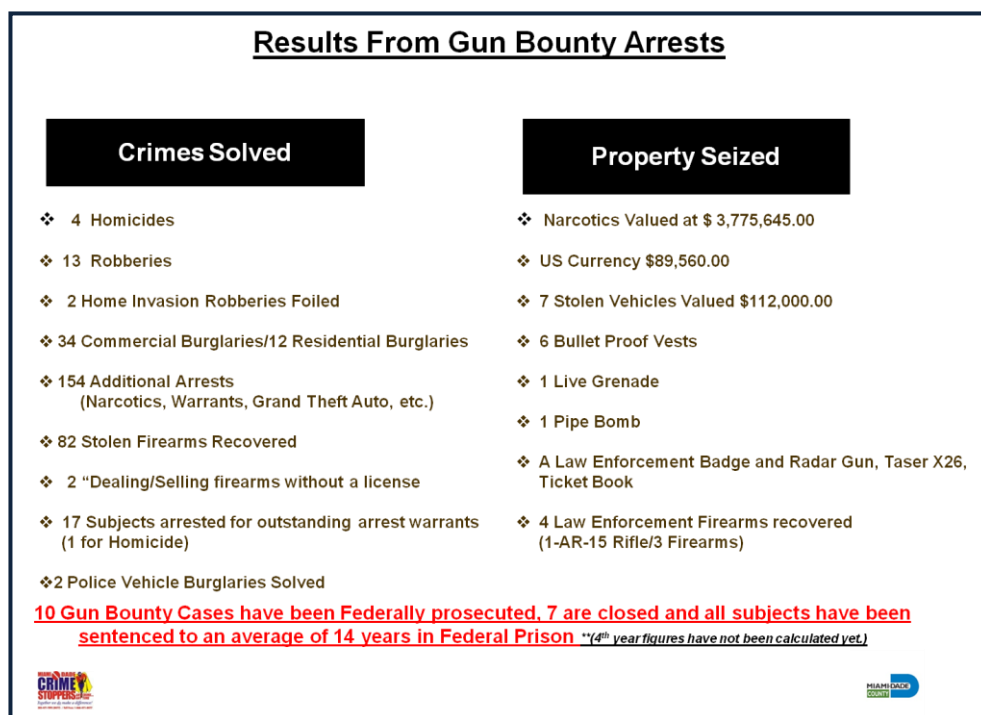
Gun Bounty Program

This initiative works in partnership with law enforcement and Miami-Dade Crime Stoppers to deter the illegal possession or use of guns in Miami-Dade County. It encourages individuals through a monetary reward to provide detailed information that leads to the arrest of the offender.



Between May of 2010 and May of 2011 the Gun Bounty Program has led to the confiscation of 560 guns and 347 arrests. This includes 101 high-powered rifles, 417 semi-automatics/revolvers and 42 shotguns. Additional statistics, including but not limited to arrest and prosecution statistics may be found in **Figure 1**.

Figure 1: Gun Bounty Statistics



Drug Abuse Resistance Education (D.A.R.E.)

Developed in 1983 the DARE Program provides children with the information and skills they need to live drug and violence-free lives. Designed to equip children with the tools that enable them to avoid negative influences and focus instead on their strengths and see their potential. It further promotes a positive relationship with local law enforcement. DARE is now the most widely used substance abuse prevention program worldwide.

Adopted by the MDPD in 1988, DARE is active in 80% of all schools districts across the County, reaching more than 36 million young people. DARE is first introduced to children in kindergarten to 4th grade when uniformed DARE officers visit classrooms and set the foundation for the lessons they will learn in the 5th and 6th grades, these grades contain the core curriculum for the program. This curriculum is 10 lessons of 30 to 40 minutes duration and includes anti-drug, gang and violence techniques, peer pressure awareness, embracing self-worth.

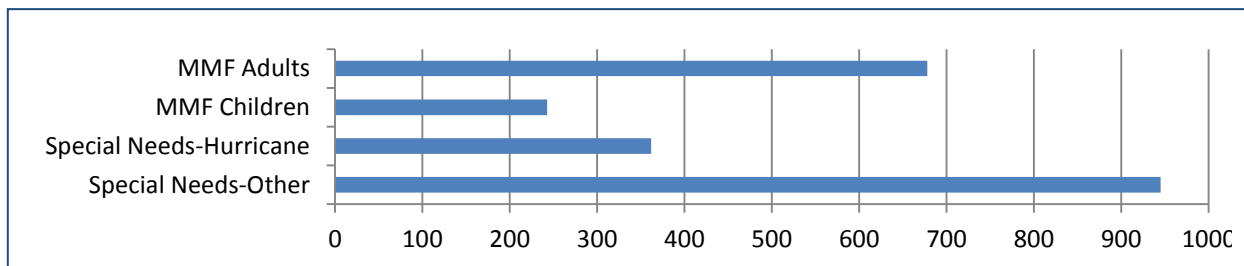
Miami-Dade Emergency Management

Emergency Evacuation Assistance Program

Residents who require daily skilled nursing care, assistance with daily living, or have life-saving medical equipment dependent on electricity may register for the Special Needs & Emergency Evacuation Assistance Program (PSN/EEAP). This program is specifically designed for those individuals who live alone or with their families. Assignment to a Special Needs Evacuation Center (SNEC) or a Medical Management Facility (MMF) is contingent upon each registrant’s personal needs. SNECs are staffed with medical personnel from the Department of Health or nursing staff from Jackson Memorial Hospital.

In the event an evacuation order is issued, MDEM, supported by trained staff, perform a call-down of all registrants impacted by the order and alerts them to ready themselves for transportation. The next call these registrants receive is from the transportation provider. Transportation to the Special Needs Evacuation Centers (SNECs) is provided by Miami-Dade County Public Schools; transportation to the Medical Management Facilities (MMFs) is via Miami-Dade Fire Rescue, Special Transit Service and private ambulance services. The registry statistics may be found in **Figure 2**.

Figure 2: Special Needs Registry Statistics



Plans Review; Residential Health Care Facilities (RHCF)

MDEM annually reviews the Emergency Plans of the County's Residential Health Care Facilities. These facilities include Assisted Living Facilities (ALFs), nursing homes, hospitals, and other residential health care providers. Submittal and review of emergency plans is legislated by Florida Statute 252 and assures that these facilities have appropriately identified their ability to carry out protective actions, shelter-in-place or evacuations; which may be precipitated by any one event while maintaining the safety and welfare of their clients.

- Total Plans Reviewed: 1028
- # of New Plans: 93

Miami-Dade Corrections and Rehabilitation

Boot Camp

The MDCR Boot Camp Program opened in July of 1995 with a mission to deter young men and women between the ages of 14 and 24 from making a life of crime their career. Since its inception a total of 2598 persons received the opportunity, as adjudicated by the courts, to participate and turn their lives around, serving not only the individual but the community to which they return.

A previous study, "A Discussion on Recidivism Rates for a Juvenile Boot Camp", by Christopher Freeman, concluded a standard recidivism rate of 50% by the end of the first year. The MDCR Boot Camp stands proudly against that average with a recidivism rate of only 12.7% two years after completion of the program. This equates to an 82.7% success rate. Given that 100 individuals graduated this fiscal year, there are 82 fewer people on the streets with the intent to do harm.

Fingerprinting for 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 fingerprints approximately 2,500 children annually at community events throughout Miami-Dade County.

"Jail is Hell"

MDCR conducts at least 2 to 4 "Jail is Hell" presentations each month for Miami-Dade County Public Schools students. This program impacts approximately 2,000 children annually by bringing high-risk students into contact with correctional staff and inmates. These individuals share their experiences in an attempt to discourage children from a life of drugs, alcohol and guns.

Miami-Dade Fire Rescue

Elder-Links

Elder-Links is a referral-based outreach program with the dual purpose of ensuring that MDFR effectively meets the Florida state 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 among MDFR, 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 our community. The number of cases referred to the Elder-Links Office by MDFR operations personnel this reporting period is 392.

Safe Haven for Newborns

All staffed Miami-Dade fire stations are designated Safe Havens for Newborns. Fire station personnel will accept newborns with no questions asked, and provide transportation to the nearest hospital for medical care and referral to a participating private adoption agency that will arrange for placement of the newborn with a waiting family. The Safe Haven for Newborns program allows mothers, fathers or others in possession of an unharmed newborn, approximately three days old or less, to leave them at designated Safe Havens with no questions asked, totally anonymous, and free from fear of prosecution.

PREPAREDNESS

The cycle of preparedness, see **Figure 3**, is constant and twofold. First it must continually assess the risks, analyze the consequences and identify the County’s capabilities. Shortcomings or gaps are closed through training of personnel in response activities and equipment. Exercising promotes the skill levels of responders as well as enhancing their knowledge base. Issues detected during exercises are acknowledged during the After Action Report (AAR); which subsequently leads to the development of an Improvement Report. The Cycle starts anew with the introduction of new staff, equipment and technology, changing environments and emerging threats.

Figure 3: Preparedness Cycle



The second component of the preparedness program is to assure that the County’s residents, business owners and employees, students, and visitors are better able to prepare for and recovery from disaster. The development of printed materials, presentations, websites, social media programs, and events tailored to targeted audience groups and the general public supports this program.

Level of Preparedness

To best assure that Miami-Dade County is prepared to deal with any natural or man-made emergency, including acts of terrorism, the County works within the concept of the Federal Planning Structure. Planning is a fundamental element of preparedness; it allows the County to pre-determine the appropriate response actions, policies and processes in advance of an event facilitating a more effective and timely response.

The Federal Planning Structure further supports the National Response Framework. This support is presented through the National Preparedness Guidelines that provides the National Planning Scenarios and lists the core capabilities. The capabilities provide the guidance and outline the steps to accomplish a mission and achieve desired outcomes by performing critical tasks, under specified conditions, to target levels of performance. Capabilities are delivered by appropriate combinations of properly planned, organized, equipped, trained, and exercised personnel.

The Department of Homeland Security’s (DHS) Target Capabilities List (TCL) identifies 37 capabilities requisite to manage a wide range of incidents. The TCL supports the County’s all-hazards approach to managing any one disaster identified in the Comprehensive Emergency Management Plan (CEMP); including natural disasters,

health emergencies and acts of terrorism. The TCL includes preparedness measures that guide the County’s professional public safety resources in assessing its progress. Only those capabilities that align with the County’s homeland security and disaster management strategies priorities were assessed. **Figure 4** demonstrates those target capabilities. **Figure 5** demonstrates the County’s preparedness assessment based on those capabilities.

Figure 4: Strategic Priorities + TCL Capability

Strategic Priorities	TCL Capability
Interoperability	Communications
Mass Casualty	Mass Prophylaxis Medical Surge Mass Care
Community Preparedness	Public Warning Systems Public Protective Measures Public Engagement and Education
Intelligence/Information Sharing	Intelligence/Information Sharing & Dissemination
Critical Infrastructure	Critical Infrastructure Protection
WMD Detection & Response	WMD/HazMat Response & Decontamination CBRNE Detection
Planning	Planning

Figure 5: Level of Preparedness¹

TCL Competency	Assessment		
	Yes	No	In-Progress
Communications	√		
Mass Prophylaxis	√		
Medical Surge	√		
Mass Care	√		
Public Warning Systems	√		
Public Protective Measures	√		
Public Engagement and Education	√		
Intelligence/Information Sharing & Dissemination	√		
Critical Infrastructure Protection	√		
WMD/HazMat Response & Decontamination	√		
CBRNE Detection	√		
Planning	√		

¹ The matrices used to determine the appropriate assessment level may be found in Appendix 1.

StormReady

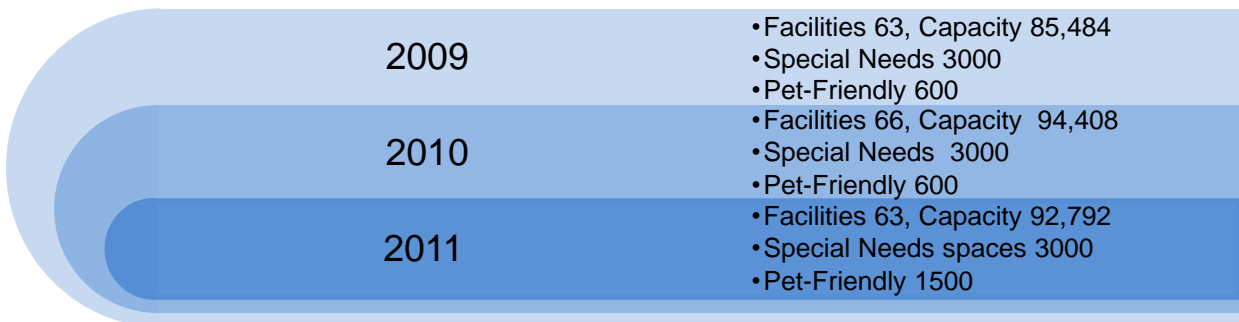
The National Weather Service created the StormReady Program to provide communities with clear-cut guidelines on how to improve their hazardous weather operations. To receive this recognition the applicant must meet the prescribed criteria such as NWS information reception, hydrometeorological monitoring and local warning dissemination. Miami-Dade again received recognition as a StormReady Community on September 1, 2011.

Hurricane Evacuation Center (HEC)/Emergency Shelters

MDEM is tasked with locating, assessing and securing facilities for both HECs and Emergency Shelters. The two facility types are delineated by pre and post-disaster sheltering. Miami-Dade County HECs are located in Miami-Dade County Public Schools and are opened prior to the arrival of tropical storm or hurricane force winds. These are not long-term centers given that the schools need to reopen as quickly as possible as we work to return the community to a state of normalcy. **Figure 6** shows the County HEC capacity over a three-year period.

The Emergency Shelters, on the other hand, are designated as long-term and may be used to move displaced individuals or families post storm or for other events that so warrant. MDEM has currently identified and secured 9 facilities that will serve as Emergency Shelters with a capacity of 1500 persons.

Figure 6: HEC Capacity



Training

Training, as a component of the Preparedness Cycle, is an essential tool in assuring that all agencies involved in any response to an event are best prepared. This section details trainings that took place during this review period. Three figures are included within this section delineating the trainings by Radiological Emergency Preparedness (REP), Disaster Assistance Employees (DAEs) and general training courses.

Courses

This section includes trainings requisite to enhancing the County's NIMS compliance and EOC staff's and first responder's incident management proficiency. The trainings recorded in **Figure 7** are reflective of coursework designed to 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.

Figure 7: Trainings

Course Name w/Description	# of Courses	Student Numbers
Web EOC Orientation: This is a 1.5-hour classroom orientation on the web-based communication and documentation capabilities where instruction is provided on login, understanding the Control Panel functions, display of information, input and updating of information, resource request process and EOC Representative role and station resources.	10	135
ICS 300: This is a 24-hour classroom-based course designed to provide a multi-discipline or multi-jurisdiction course intended for front-line personnel with supervisory responsibilities, such as the incident commander or planning section chief. As an all-hazard ICS course, the three-day curriculum consists of several modules that include instruction in general principles associated with incident command, along with the various tabletop exercises that allow students to put this knowledge to practical use.	1	19
ICS 400: This is a 16-hour classroom-based course designed to provide training on resources for personnel who require advanced application of the ICS. The course discusses how major accidents engender special management challenges. The target audience for this course is senior personnel who are expected to perform in a management capacity in an Area Command.	3	52
Hazardous Waste Operations and Emergency Response Refresher: This is an 8 hour refresher training on types of hazardous waste operations conducted in the United States under OSHA Standard 1910.120.	1	24
G-290 Public Information Officer: This course is intended for Public Information Officers who are new to the field or less experienced. The course emphasis is on the basic skills and knowledge needed for emergency management public information activities. Topics include: the role of the PIO in emergency management, conducting awareness campaigns, news release writing, public speaking, and television interviews. This is an "Elective" course in the Advanced Professional Series	2	44

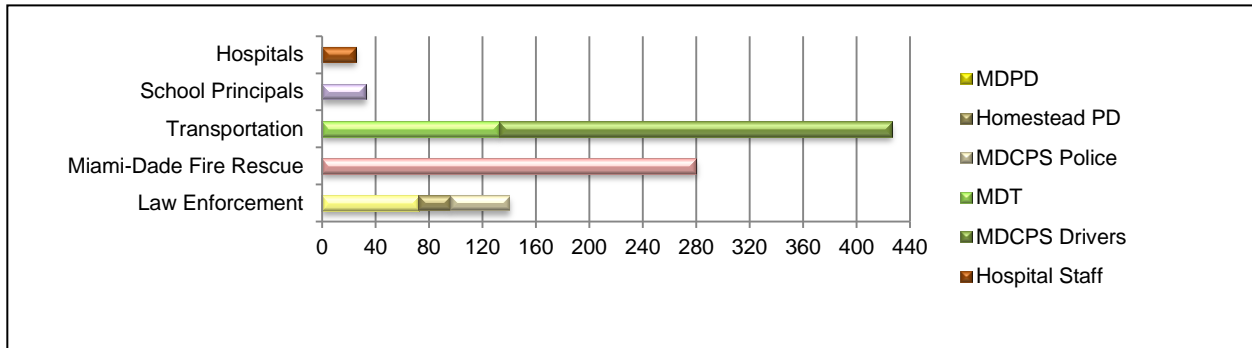
<p>(APS) program. Course Objectives: Demonstrate how to communicate emergency public information effectively in writing to the public through the news media. Describe actions the PIO can take to prepare for and conduct an effective interview with the news media. Demonstrate the ability to answer questions effectively during an on-camera interview. Describe how to effectively perform the responsibilities of the PIO at the scene of an incident. Describe the JIS/JIC concepts as they apply to the public information function in an expanding incident. Participate in a panel discussion with members of the news media.</p>		
<p>G-386 Mass Fatality: This course prepares local and State response personnel and other responsible agencies and professionals to handle mass fatalities effectively and to work with the survivors in an emergency or disaster.</p>	1	25
<p>G-191 ICS/EOC Interface: The course provides an opportunity for participants to begin developing an ICS/EOC Interface for their community. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface.</p>	1	13
<p>G-288 Local Volunteer & Donations Management: This workshop addresses planning and operational considerations for an effective donations management system at the local level. Emphasis is placed on the importance of collaborative partnerships between local government, volunteer agencies, and community organizations as the key success in donations and volunteer management.</p>	1	22
<p>Personal Radiation Detector Equipment Training: This training (train the trainer) targeted to select hospital emergency department personnel reviews radiation & nuclear detection theory, operational theory with operational exercises, individual unit set-up, equipment field use basics, field level maintenance, equipment interface software, and equipment reporting system.</p>	2	15
<p>MGT-340 Crisis Leadership Training: This classroom training uses a Harvard University, Kennedy School of Government case study to examine the dynamics of crisis leadership and decision making from a senior official's perspective. The 4 hour seminar uses the case study to frame the discussion on ways to overcome leadership challenges in planning and responding to a large scale incident. The final outcome of the seminar is the development of an individual and jurisdiction action plan of actions needed to improve preparedness and emergency response.</p>	1	15
<p>MGT-315 Enhanced Threat Risk Assessment: This course provides skills to develop an action plan to reduce or mitigate identified vulnerabilities of critical infrastructure, facilities,</p>	1	22

systems, and special events sites. There is a strong emphasis on security engineering concepts, building systems, and security systems.		
Points of Distribution (POD) Training: This training provides orientation on planning, operations and demobilization stages of a POD mission. The training detail the staffing and procedures that will be needed to plan for, execute, and shut down POD operations. The training also includes modules on safety, equipment, and resource accountability.	3	54
Department of Health Infectious Material Handling: This training is targeted to lab personnel on protocols for the management of hazardous (biological) materials.	1	5
SKYWARN[®] Spotter Training: The training provides volunteers for the National Weather Service information and techniques in recognizing elements of developing severe weather which overall assists in better weather watch and warning services.	2	24
Healthcare Emergency Preparedness Training: This training series is targeted to local hospitals covering the following areas – Hospital Emergency Department Management of Hazardous Materials Accidents, Hospital Emergency Response Training for Mass Casualty Incidents Train the Trainer, Hospital Emergency Management for CBRNE Incidents.	12	171
State EMS Communications Plan Orientation: This orientation, targeted to local hospitals (Hospital Emergency Management, Emergency Department), reviewed – Overview of State of Florida EMS Communication Plan, Miami-Dade County Hospital Communications designation, Local Assigned Radio Channels, and Medical Communications Function.	1	17
Total:	43	657

Radiological Emergency Preparedness (REP):

Specialized training for the REP Program with coursework including both classroom and hands-on training best assures the first responders appropriately identify the hazard and secure their safety. Classes include appropriate use of personal protective equipment (PPE), fundamentals of radiation, biological effects of radiation, radiation protection strategies and a plan overview. **Figure 8** reflects those trainings specific to the REP Program.

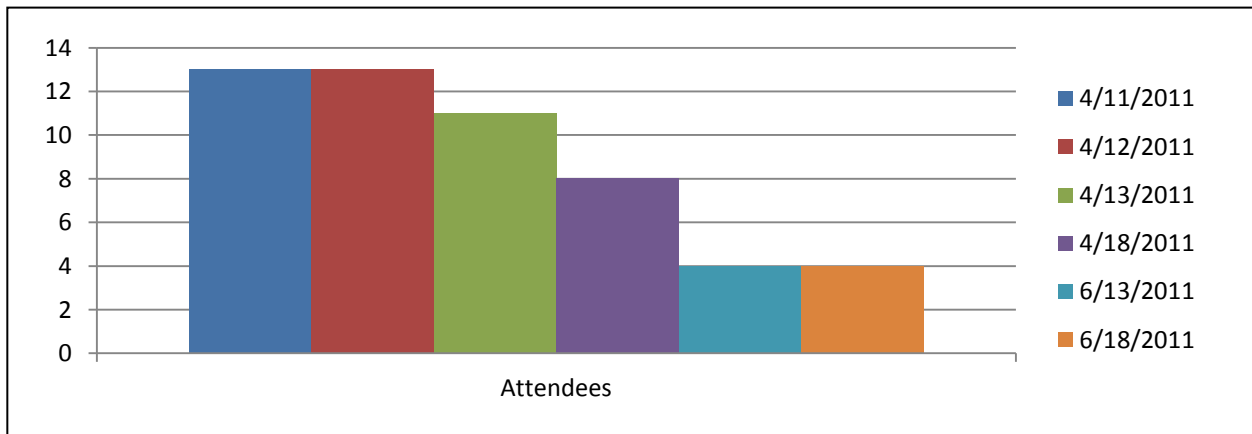
Figure 8: REP Trainings



DAE Training

The training highlighted in the graph below is specific to the roles and responsibilities necessary when assigned to a HEC or Emergency Shelter. During this training, attendees are provided expectations; such as providing assistance to the shelter manager in tasks associated with mass care management. This includes registration, feeding, distribution of shelter supplies, and providing guidance to evacuees.

Figure 9: DAE Trainings; HEC/Emergency Shelters



Exercise

When integrated effectively into a comprehensive cycle of preparedness efforts, exercises provide the essential reinforcement and feedback efforts needed to build efficient capabilities to prevent, protect against, respond to, and/or recover from all hazards. Please refer to **Figure 10** for a description of each exercise.

Figure 10: Exercises

	October 9, 2010
A tabletop exercise to confirm continuity of operations procedures for hospital system and coordination with county emergency management were evaluated. Participants included Baptist Health System, Miami-Dade Emergency Management, Miami-Dade Fire Rescue, and Miami-Dade Police Department.	
St. Thomas University COOP Tabletop Exercise	October 25, 2010
A tabletop exercise to confirm pre and post storm operations, continuity of operations procedures and coordination with county emergency management were evaluated. Participants included St. Thomas University, Miami-Dade Emergency Management, Miami-Dade Fire Rescue, and Miami-Dade Police Department.	
DHS I-Step Transit Tabletop Exercise	November 9, 2010
A tabletop exercise to validate policies and capabilities in information sharing, public information and incident command were reviewed for a terrorist threat to the local transportation system. Participants included Tri-Rail, CSX, Miami-Dade Transit, Miami-Dade Emergency Management, Miami-Dade Police Department, Miami-Dade Fire Rescue, City of Miami Police Department and Broward Sheriff's Office.	
Baptist Hospital & Turkey Point Full Scale Exercise (MS-1)	November 10, 2010
A full scale exercise (evaluated by FEMA Region IV) was conducted to assess notification procedures, contamination control, radiation survey, decontamination and patient treatment. Participants include Baptist Hospital, FPL, Miami-Dade Fire Rescue and Miami-Dade Emergency Management.	
FPL Turkey Point Siren Test	December 3, 2010
FPL Turkey Point Notification Drill was a training event for testing equipment and a learning opportunity for staff on notification protocols. Participants include Miami-Dade Emergency Management and FPL.	
CERT Full Scale Exercise	December 5, 2010
A full scale exercise with CERT volunteer groups was conducted to evaluate team skills in light search and rescue, fire suppression, triage and incident command. Participants include local CERT teams, City of Coral Gables Fire Rescue, City of Hialeah Police Explorers, and Miami-Dade County Emergency Management.	
Mt. Sinai Hospital Full Scale Exercise	December 8, 2010
A full scale exercise on a mass casualty incident was conducted to evaluate notification procedures and medical surge management and decontamination operation. Participants include Mt. Sinai Hospital Emergency Department, American Medical Response ambulance, City of Miami Beach Fire Rescue, City of Miami Beach Police, and Miami-Dade Emergency Management.	
Turkey Point & County EOC Practice Functional Exercise	January 5, 2011
A plume exposure pathway functional exercise was conducted as a training and learning opportunity on State and local coordination and capabilities in EOC management, communications and public information for emergency planning zones. Participants included Miami-Dade Emergency Management and lead/supporting agencies identified in the county Radiological Emergency Plan.	
Turkey Point & County EOC Functional Exercise (FEMA)	February 23, 2011
A plume exposure pathway functional exercise was conducted to validate State and	

local coordination and capabilities in EOC management, communications and public information for emergency planning zones (evaluated by FEMA Region IV). Participants included Miami-Dade Emergency Management and lead/supporting agencies identified in the county Radiological Emergency Plan.	
Miami International Airport & MMRS MCI Full Scale	February 24, 2011
A full scale exercise was conducted to validate local response plans, activation of the Metropolitan Medical Response System and capabilities in onsite incident command, communications, patient triage & transport, notification and medical surge management in response to an mass casualty incident (aviation emergency). Participants included Miami International Airport, Miami-Dade Fire Rescue, Miami-Dade Police, Miami-Dade Emergency Management, US Coast Guard, City of Miami Fire Rescue, City of Coral Gables Fire Rescue, City of Hialeah Fire Rescue, and local hospitals.	
FPL Turkey Point Siren Test	March 4, 2011
FPL Turkey Point Notification Drill was a training event for testing equipment and a learning opportunity for staff on notification protocols. Participants include Miami-Dade Emergency Management and FPL.	
USCG/Port of Miami Emergency Tabletop Exercise	March 16, 2011
A tabletop exercise was conducted to review response procedures and port evacuation support to a bomb threat at the seaport. Participants include United States Coast Guard, United States Customs and Border Patrol, Miami-Dade Police Department, Port of Miami and Miami-Dade Emergency Management.	
Coastal City Functional Exercise	March 23, 2011
A no-notice functional exercise was conducted to confirm communication capability and review the alert and projected warning protocols of the National Weather Service- Miami Office during a tsunami incident. Participants include Miami-Dade Emergency Management, City of Miami Beach, City of North Miami Beach, City of Miami, and City of Coral Gables.	
Region 7 CRI Tabletop Exercise	April 1, 2011
A tabletop exercise was conducted to review regional coordination of EOC management, medical surge management, and acquisition of Strategic National Stockpile assets due to a terrorist biological attack. Participants include Federal Bureau of Investigations, Centers for Disease Control and Prevention, Florida Department of Health, Palm Beach Emergency Management, Broward Sheriff's Office, Miami-Dade Emergency Management, Miami-Dade Fire Rescue.	
Miami-Dade College COOP Tabletop Exercise	April 11, 2011
A tabletop exercise was conducted to review response plans, continuity of operations plan, public information, and incident command. Participants include Miami-Dade College, City of Miami Police, and Miami-Dade Emergency Management.	
City of Miami EOC Functional Exercise	May 4, 2011
A functional exercise was conducted to evaluate city EOC operations and county interface with WebEOC. Participants include City of Miami and Miami-Dade Emergency Management staff.	
Miami-Dade Health Department CRI Tabletop Exercise	May 5, 2011
The CRI Tabletop Exercise was conducted to validate coordination roles and capabilities in incident command, Strategic National Stockpile trigger points, and public information in response to a health emergency. Participants included Federal Bureau of	

Investigations, Centers for Disease Control and Prevention, Miami-Dade County Health Department, Miami-Dade Emergency Management, Florida Department of Health and Miami-Dade Police Department.	
State Hurricane County EOC Functional Exercise	May 23, 2011
<p>Operation Storm – 2011 State Hurricane Exercise was a functional exercise designed to establish a learning environment for players to exercise capabilities in EOC management, critical resource logistics and distribution, and validate emergency response plans, policies and procedures in response to a hurricane landfall. Participants included Florida Division of Emergency Management, Miami-Dade Emergency Management, Miami-Dade Police, Miami-Dade Public Works, Miami-Dade Fire Rescue, Miami-Dade Transit, Miami-Dade School Police, American Red Cross, FPL, Florida Department of Transportation, City of Hialeah, City of Coral Gables, City of North Miami, City of Miami Beach, City of Homestead, Homestead Air Reserve Base, and Miami-Dade County Health Department.</p>	
State Department Tabletop Exercise	June 2, 2011
<p>A tabletop exercise was conducted to review consulate continuity of operations, pre and post storm coordination between the county EOC, the US Department of State and foreign consulate offices in Miami-Dade. Participants include City of Miami Beach, Greater Miami Chamber of Commerce, US Department of State, and Miami-Dade Emergency Management.</p>	
FPL Turkey Point Siren Test	June 3, 2011
<p>FPL Turkey Point Notification Drill was a training event for testing equipment and a learning opportunity for staff on notification protocols. Participants include Miami-Dade Emergency Management and FPL.</p>	
Miami-Dade Health Department CRI Full Scale Exercise	June 7–8, 2011
<p>The exercise was conducted to validate protocols for setup and operation of logistical operations for the distribution of medications in response to a health emergency. Participants included US Marshals, Miami-Dade County Health Department, Miami-Dade Fire Rescue, Miami-Dade Emergency Management, Miami-Dade Police, City of Hialeah, City of Miami, City of Coral Gables, and Baptist Health System.</p>	
Transit Tabletop and Full Scale Emergency Exercise	June 9 -10, 2011
<p>The exercise series was implemented to confirm coordination in unified command/incident command and mass care to a transportation emergency. Participants included Miami-Dade Transit, Miami-Dade Fire Rescue, Miami-Dade Emergency Management, City of Hialeah Fire Rescue, City of Miami Fire Rescue, Miami-Dade Police Department SWAT, City of Hialeah SWAT, City of Miami SWAT, and City of Coral Gables SWAT.</p>	
RDSTF Ready2Connect Full Scale Exercise	June 14, 2011
<p>Operation Ready2Connect was a full scale exercise that tested capabilities in interoperable communications and logistics. Participants included Miami-Dade Emergency Management, Miami-Dade Fire Rescue, Miami-Dade Enterprise Technology Services, Miami-Dade Police Department, Port of Miami, City of Miami Fire Rescue, Florida Department of Law Enforcement, Florida Division of Forestry, Florida National Guard, City of Fort Lauderdale, and Bureau of Alcohol, Tobacco, Firearms and Explosives.</p>	
FPL Turkey Point/State of Florida Notification Drill	July 14, 2011

State of Florida/Turkey Point Notification Drill was a training event for testing equipment and a learning opportunity for staff on notification protocols. Participants include Florida Division of Emergency Management, Miami-Dade Emergency Management and FPL.	
SE Florida Area Committee Port Emergency Exercise	July 13 - 14, 2011
The Preparedness for Response Exercise Program (PREP) was a full scale exercise that confirmed response plans and coordination on capabilities of onsite incident management, EOC management, volunteer management, and fire incident response support to a marine hazmat emergency. Participants included the United States Coast Guard, National Oceanic and Atmospheric Administration, National Park Service, Florida Department of Environmental Protection, Florida Fish and Wildlife Conservation Commission, Port of Miami, Miami-Dade Fire-Rescue, Miami-Dade Emergency Management, Kirby Inland Marine.	
BioWatch Functional Exercise	July 19, 2011
BioWatch Functional Exercise was implemented as a preparedness task for players to exercise communication capabilities and response protocols for a sentinel incident to a health emergency. Participants included Miami-Dade Emergency Management, Miami-Dade County Health Department, and Centers for Disease Control and Prevention.	
American Red Cross Full Scale Exercise	August 13, 2011
A full scale exercise was conducted as a training opportunity for new staff on shelter management where protocols on shelter setup, worker registration, evacuee registration, mental health management were confirmed. Participants included American Red Cross, Miami-Dade Emergency Management and Miami-Dade County School Board.	
Baptist Health System Full Scale Exercise	September 30, 2011
Baptist Health System Full Scale Exercise was established as a learning environment for players to exercise their procedures and capabilities on medical surge management, family reunification and incident command in community-wide health emergency. Participants included Miami-Dade Emergency Management, Miami-Dade Police Department, Miami-Dade Fire Rescue Department, American Medical Response ambulance, area Baptist Health System hospitals.	

Preparedness Programs

This component identifies those programs/initiatives that serve to promote public awareness and engagement in both disaster preparedness and general safety and welfare.

SEE Something, SAY Something

In July 2010, the Department of Homeland Security (DHS) rolled out a nationwide "If You See Something, Say Something™" public awareness campaign. This campaign was designed to raise public awareness of indicators of terrorism and violent crime, and to emphasize the importance of reporting suspicious activity to the proper state and local law enforcement authorities. Miami-Dade County Police Department adopted this campaign shortly after its inception and has recently rolled out a website supporting it.



This campaign was launched in conjunction with the rollout of the Nationwide Suspicious Activity Reporting Initiative (NSI). The NSI is an administration-wide effort to develop, evaluate, and implement common processes and policies for gathering, documenting, processing, analyzing, and sharing information about terrorism-related suspicious activities. Led by the Department of Justice (DoJ), the NSI is implemented in partnership with state and local officials across the nation. NSI provides law enforcement a tool to develop composites of seemingly insignificant events into indicators of terrorist or criminal activity.

Ready South Florida

First introduced in September 2010, during National Preparedness Month; Ready South Florida continues as a regional resource in pushing out the preparedness message. Modeled after the national Ready.gov initiative, this partnership between Miami-Dade, Palm Beach, Broward and Monroe counties promotes a unified message for disaster preparedness; Get a Kit, Make a Plan, and Be Informed.



New this reporting period is the creation of a Regional Community Preparedness Working Group. This working group made key updates to the preparedness information and worked on new product development. These new products included a revised disaster kit essentials checklist and coordinated social media guidance for the State of Florida in support of National Preparedness Month. A community preparedness bookmark that reflects the new Disaster Essential Checklist was created and has been provided to each regional library. This information is available in English, Spanish and Creole.

Enhancements to the campaign's Facebook group page include a customized tab for each county in the region as well as a more engaging landing page for first time visitors. The Ready South Florida campaign continues to support county preparedness efforts while providing products for the community which are consistent with national best practices.

Miami-Dade County Citizen Corps

The Miami-Dade Citizen Corps Council is a way to get people involved in the community and make South Florida safer, stronger, and better prepared to respond to all types of disasters. Citizen Corps is about engaging individuals through education, training, and volunteer service.

Miami-Dade Emergency Management serves as the host agency for the local Citizen Corps. Through this partnership, the associated Citizen Corps programs, such as the Community Emergency Response Team (CERT) Program, Citizen's Crimewatch, Volunteers in Police Service (VIPS), and Medical Reserve Corps provide important training and skill development opportunities for all citizens, businesses, and community groups on emergency preparedness and public safety.

Community Emergency Response Team (CERT)

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the skills learned and knowledge acquired in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available.

- 1334 CERT Volunteers
- 115 trained this reporting period

MDPD Citizens' Volunteer Program

The Miami-Dade Police Department's Citizens' Volunteer Program is an extension of a tradition which precedes the existence of structured police force. This program embraces the concept that opportunities should be provided to concerned individuals to serve as administrative personnel for police services and as a result, free up police officers' time to accomplish their primary goal: the protection and well-being of Miami-Dade County citizens. Through exposure to daily police activity, the volunteer develops a realistic perspective and positive regard for the police agency and its personnel.

- 100 Volunteers

Miami-Dade County Medical Reserve Corps (MRC)

The Miami-Dade County MRC is a component of the Miami-Dade County Health Department, Public Health Preparedness Program. It is a community-based group of medical and non-medical volunteers that are pre-identified, trained, and ready to respond to medical and public health emergencies. These volunteers supplement existing local emergency and public health resources during times of community need and include a wide range of professions, such as physicians, nurses and pharmacists. Other members of the community who are part of MRC, but who are not healthcare professionals, are interpreters, chaplains, office workers, bus drivers, etc.

- 1737 MRC Volunteers
- 372 trained this reporting period

Citizens' Crime Watch of Miami-Dade

Citizens' Crime Watch is a county-wide crime prevention program that provides neighborhood, youth, or business groups with the requisite skills and knowledge that better reduce the risk of being victimized by crime. Participants in the program receive instruction on the importance of recognizing suspicious activities; evaluating it; and reporting it to the appropriate authorities. It further provides groups with the chance to interact and build a relationship with those officers providing for the safety of their respective areas.

PUBLIC EDUCATION

Marketing a message of preparedness is a standard for any County and Miami-Dade supports this measure through public education, training, and social media programs. This section outlines these programs as well as those programs designed to advance general community safety.

Social Media

Given the popularity of social media and that an ever-number of people are turning to these forums for disaster information, Miami-Dade Emergency Management, Police, and Fire Rescue all manage government pages on Facebook. In addition to the focus on their respective missions these pages all market County-wide programs.

MDEM: www.facebook.com/miamidadecountyem. The content posted on Facebook pushes out the regionally-adopted preparedness message; informs the public on events being monitored, emerging or occurring and provides insight into the steady-state operations of EM.

MDPD: www.facebook.com/miamidadepolice. The content posted on Facebook provides alerts on neighborhood crime, allows individuals to submit anonymous tips

about a crime and includes a Public Flyers photo album to solicit information about wanted persons or crimes.

MDFR: www.facebook.com/miamidadefirerescue. The content posted on Facebook provides updates on the day to day operations of the Department as well as special events. It further provides alerts to dangerous conditions inland and coastal.

Community Outreach: MDEM/MDFR/MDPD

MDEM continues to manage a very robust preparedness program designed to educate and better equip the County's residents, businesses, schools, and tourist industry. During this review period the Department developed a Marketing Plan that defines a continuance strategy for its outreach program. Working in concert with the Marketing Plan is the Community Outreach Standard Operation Procedure that identifies measures to best maximize limited resources. Given the number of speaker and event attendance requests received MDEM depended strongly on assistance from partner agencies, such as Miami-Dade Fire Rescue.

Early this year Miami-Dade Fire Rescue reconstituted its outreach program. The strategy used for this program entailed securing booth space at venues with large pedestrian traffic such as; wholesale warehouses, such as Costco and BrandsMart; shopping malls, such as Dolphin and International; and large-scale general merchandise stores, such as Target and Walmart. Uniformed personnel would engage shoppers in conversation and push out the materials and message. In addition, personnel went into schools and instructed students on a variety of fire-safety issues.

The Miami-Dade Police Department continued its Citizen Advisory Committees hosted by each unincorporated Police District. This allows the general public, during their monthly meetings, to voice concerns and address issues within their respective districts. In addition, the District stations hold annual preparedness events with participants from a cross-section of response and recovery agencies.

The MDPD Public Information and Education Bureau's Community and Youth Outreach Section engaged stakeholders throughout the year by visiting schools, businesses and community events. During this report period they attended 343 events.

Three figures highlight the outreach program as outlined above. **Figure 11** is reflective of those events that the MDEM actively participated. The number of materials distributed by partners or stakeholders or provided directly to the event coordinator is reflected in **Figure 12**, while **Figure 13** shows the initial bulk distribution of the 2011 Hurricane Guides.

Figure 11: Community Events Attended/Managed

Name of Event/Program	Date	Attendance
Description		
Storm Zone	October 12, 2010	107 (including parents & teachers)
<p>MDEM hosted 80 Students from Epiphany Catholic School who had completed the 2011 Storm Zone curriculum. The curriculum culminates with a trip to the Emergency Operations Center where the students participated in simulated hurricane activation. Students were assigned the roles of ICS positions, agency liaisons, the media and public officials. A meteorologist was on hand to issue the advisories complete with video and still graphics. MDEM staff served as mentors and assisted the students with their assignments.</p>		
Ability Explosion	October 21, 2010	300
<p>Hosted by the City of Miami Beach, this five day series of special events was designed to create awareness and improve the lives of people living with disabilities. MDEM staff in attendance during the Resource and Technology Expo assisted eligible individuals with enrolling for the Emergency Evacuation Assistance Program and the Special Needs Registry and distributed materials tailored for those with special needs.</p>		
Fall Fest 2010	November 13, 2010	4000
<p>Miami-Dade College, Kendall Campus, host a series of special events throughout the month of October. The MDEM participated during a Saturday Carnival For Kids of All Ages providing preparedness materials for all target groups, disaster activity books tailored for children and held a free raffle for NOAA Weather Radios.</p>		
Citizen Corps Symposium	December 3 – 5, 2010	238 + 9 CERTs
<p>The MDEM hosted a South Florida Citizen Corps Symposium in partnership with the Miami-Dade Citizen Corps Council, the University of Miami and the American Red Cross, South Florida Region. The event was open to all umbrella groups of the Citizens Corps as well as the general public. Community preparedness workshops and classroom instruction were offered in a myriad of subjects, including the Incident Command System, Volunteer Management, and a CERT Train the Trainer. The event culminated with a full-scale CERT Exercise.</p>		
2011 Public Safety Expo	February 5th, 2011	5000
<p>This event brought together Miami-Dade County Police, Fire, Corrections and Emergency Management to showcase the County's public safety response agencies and provide the public insight into the steps the County takes to prepare for and respond to disasters. Visitors toured the booths and participated in the activities during the 2011 Public Safety Expo held at Tropical Park.</p>		
Day of the Young Child	April 9th, 2011	600+
<p>MD College, Homestead Campus held its 10th annual Family Health and Safety Event; this year focusing on children. MDEM participated, setting up its Ready, Set, Shop game that promotes a knowledge of disaster kit essentials in children. 600+ visitors attended the event.</p>		

NWS 100th Anniversary	April 16th, 2011	480
In celebration of its 100 th anniversary the National Weather Service hosted an open-house at its facility. MDEM participated, setting up a booth, answering questions and distributing materials		
Health and Wellness Expo	April 28th, 2011	45
The South Florida Latin Chamber of Commerce in concert with Baylor College of Medicine hosted a Promoting Community Resiliency in the Face of Disaster workshop. MDEM provided a booth and staff to answer questions and distribute appropriate material at the Marketplace of Ideas component of the event.		
City of North Miami	May 12, 2011	5
The City of North Miami's Hurricane Forum is an annual event held each May. Preparedness, response and recovery agencies are invited to provide information and answer resident's questions.		
Town of Miami Lakes	May 14, 2011	30
The Town of Miami Lakes' Hurricane Fair is an annual event held each May. Preparedness, response and recovery agencies are invited to provide information and answer resident's questions.		
NBC 6 & Telemundo	May 26, 2011	30
NBC 6 and Telemundo 51 hosted a Hurricane Awareness Fair for their employees at which the MDEM hosted a booth, answered questions and distributed materials where media coverage was provided.		
Ryder Systems	June 1, 2011	250
Ryder Systems hosted a Hurricane Awareness Fair for their employees at which the MDEM hosted a booth, answered questions and distributed materials.		
DHS Foster Grandparents	June 1, 2011	
The MDEM was featured as a guest speaker at the June meeting of the Department of Human Services' Foster Grandparents program. A preparedness game based on 'Who Wants to be a Millionaire' was introduced. Instead of a standard presentation this game format encouraged attendee engagement and led the way for open discussions. Prizes, hurricane guides, and children's activity books were awarded to the whole group after successfully completing different stages of the game.		
MDPD Midwest District Community Prep Event	June 7, 2011	40
40+ residents and business owners attended MDPD's Midside District Community Preparedness event and picked up relevant preparedness and recovery materials.		
Feel the Force, Hurricanes & Other Hazards	June 11, 2011	1651
The 2 nd annual Feel the Force event broadened its outreach by adopting a new name, Feel the Force – Hurricanes and Other Hazards. The continued partnership between MDEM, The Miami Science Museum and FIU's International Hurricane Research Center (IHRC) facilitated this event that more than tripled its number of attendees from last year. With funds from State grants, the IHRC underwrote the cost of admission;		

<p>which opened the Museum in its entirety to our Event. The variety of educational and family-fun oriented kept the crowds engaged for the duration of the event.</p>		
Robert Sharp Towers	June 13, 2011	30
<p>Robert Sharp Towers is one of the County's "Project Based" apartment complexes for seniors. The Service Coordinators from the management group, Elderly Housing Development & Operations Corporation arranged for a senior-focused hurricane awareness meeting for the residents of Towers 1 and 2. Preparedness tips specific to senior as well as general preparedness were presented.</p>		
Miami Springs Senior Center	June 15th, 2011	70
<p>Staff presented materials tailored to Seniors as well as taught preparedness tips with a game based on Jeopardy. This kept the attendees engaged and entertained while learning the appropriate steps to stay prepared.</p>		
MDPD Northside District Hurricane Fair	June 18th, 2011	150+
<p>Over 150 residents and business owners in MDPD's Northside District visited this year's hurricane fair and picked up relevant preparedness and recovery materials.</p>		
Crowley	June 21st, 2011	80
<p>Crowley hosted an in-house hurricane preparedness event for employees. MDEM provided materials and facilitated an open discussion of response and recovery issues as well.</p>		
Baptist Health Systems	June 29th, 2011	537
<p>Baptist Health Systems hosted an in-house hurricane awareness event for employees from all its medical facilities at Baptist Hospital on North Kendall Drive. To encourage participation, management created a 'Fair' like environment with games, prizes, food, and educational booths. The 537 attendees voted on the 20 booths on site based on the materials being distributed, and the level of engagement. MDEM was awarded the 3rd Place Trophy.</p>		
MDC DHS Senior Volunteers	July 28th, 2011	80
<p>The Department of Human Services requested the MDEM to provide a hurricane preparedness seminar at their monthly meeting for Senior Volunteers. MDEM staff facilitated the discussion in Creole and provided preparedness materials in both English and Creole.</p>		
Rotary Club	July 28th, 2011	30
<p>At the request of the Director of Corrections and Rehabilitation the MDEM attended a weekly meeting of the Rotarians and facilitated an open discussion on both personal and business preparedness. Attendees were provided preparedness materials.</p>		
Peninsula Housing Development, INC	August 25th, 2011	55
<p>At the request of Commissioner Barbara Jordan's office, MDEM provided a preparedness presentation for the residents of the Sierra Lake Apartments. Preparedness materials were distributed.</p>		

City of Miami Lakes & the Chamber of Commerce	August 27th, 2011	275
The City of Miami Lakes in collaboration with the Chamber of Commerce hosted a Hurricane Preparedness day at a local Costco. MDEM manned a booth, answered questions and distributed materials.		
District 13 Grand Opening	August 27th, 2011	150
At the request of Commissioner Bovo, MDEM manned a booth at the grand opening of his Hialeah office, answered questions and distributed materials.		
100 Black Men of So. FL.	September 10th, 2011	80
At the request of 100 Black Men of South Florida, MDEM manned a booth at this year's Annual 5K Walk/Run for Sickle Cell Anemia held at Sun Life Stadium. Questions were answered and materials distributed.		
District 13 Grand Opening	September 17th, 2011	200
At the request of Commissioner Bovo, MDEM manned a booth at the grand opening of his Palm Springs office, answered questions and distributed materials.		
Target: Preparedness	September 21st, 2011	82
This year MDEM partnered with Miami-Dade County Public Schools and Target to host a preparedness event for 60 low-income students; 30 from Campbell Drive and 30 from Nautilus Middle Schools. During this event the children were walked through the requisite steps to develop a home disaster plan. By the end they had a completed plan to take home and share with their families. Instruction was also provided to 12 Target team members, paired with MDEM staff, serving as mentors who will take this new knowledge back into their respective stores and support training for staff.		

Figure 12: Partners/Stakeholder Distribution

Provided To:	Type/Number of Materials:	For distribution at:
MDFR and NWS	3000 (see below)	Miami-Dade County Youth Fair
Miami-Dade Fire Rescue, in attendance at the Fair, distributed the 1000 children's activity books and 250 Preparedness Guides for Seniors, 250 Preparedness Guides for Business.. The National Weather Service also distributed the materials we provided them that included 500 addition children's activity books, 750 Marine Manuals and 250 Preparing Makes Sense for the general population.		
Florida Life Safety Health Care Association	<ul style="list-style-type: none"> ● 31 'Ready, Set, Prepare' CDs 	General Staff meeting
South Miami Library	<ul style="list-style-type: none"> ● 16 'Ready, Set, Prepare' CDs 	Monthly Book Club meeting
Family & Children Safe Coalition	<ul style="list-style-type: none"> ● 150 children activity books 	Residents of low-income housing
Providence Health Care Services	<ul style="list-style-type: none"> ● 150 Hurricane Guides ● 150 Shelter-in-place brochures 	Staff and Clientele

Consulate General of Canada	<ul style="list-style-type: none"> ● 400 Hurricane Guides 	Seasonal visitors
MDPD South District	<ul style="list-style-type: none"> ● 75 Hurricane Guides 	HARB command and general staff
La Costa Condominium	<ul style="list-style-type: none"> ● 50 Hurricane Guides 	Residents
Veteran's Administration	<ul style="list-style-type: none"> ● 400 Hurricane Guides 	Out-patient services
CORE	<ul style="list-style-type: none"> ● 40 CDs ● 40 Hurricane Guides 	Volunteers
City of Hialeah Gardens	<ul style="list-style-type: none"> ● 180 Hurricane Guides 	Available at City offices
311	<ul style="list-style-type: none"> ● 400 Hurricane Guides 	Commission Martinez' District Safety Fair
Ultima Home Health Care	<ul style="list-style-type: none"> ● 100 Hurricane Guides 	Staff and clients
FL Rep. Carlos Trujillo	<ul style="list-style-type: none"> ● 400 Hurricane Guides 	District offices/events
Affinity Property Management Group	<ul style="list-style-type: none"> ● 1200 Hurricane Guides 	Low-income housing unit residents
MDFR	<ul style="list-style-type: none"> ● 800 Hurricane Guides 	International Mall, visitors
MDFR	<ul style="list-style-type: none"> ● 4800 Hurricane Guides ● 4400 Marine Manual ● 1500 Ready South Florida brochures ● 3000 Shelter-in-Place brochures ● 400 Kid's Activity Books ● 3000 Shelter-in-Place ● 200 Preparedness CDs 	Multiple events at: <ul style="list-style-type: none"> ● Wholesale Warehouses ● Shopping Malls ● Schools

Figure 13: Bulk distribution of 2011 Hurricane Guides

Number Provided:	Provided To:	For Distribution At:
13,000	Commission Offices	Commission Offices
100	Mayor's Office	Mayor's Office
16,000	Libraries	Libraries
525	MD Public Housing Agency	Agency Offices
5,400	MD Parks and Recreation	All Park Offices
3,250	MD Police	HQ, District Offices and Contract Cities
1,500	MD Dept of Human Services	Satellite Service Centers
1,000	MD Consumer Services	Cooperative Extension Offices
500	MDFR	Fire Stations
500	MD Building Department	Permitting and Inspections Offices
400	MD Water and Sewer	Service Center
500	DERM	Service Center
100	MD Public Works	Service Center
200	Tax Collector	Service Center

1,400	MD Community Action Agency	Community Centers
500	MD Animal Services	Facility
5,000	MD Solid Waste	Service Center

HOMELAND SECURITY STRATEGIES/INITIATIVES

This section highlights the work of local agencies engaged in homeland security. It further introduces Federal and State agencies/programs that either work in concert with or guide the local initiatives.

Office of Operations Coordination

Through the National Operations Center, under the Department of Homeland Security, this office provides real-time situational awareness and monitoring of the United States, in its entirety. It coordinates information sharing to assist in the detection and management of domestic incidents. This information is shared with appropriate State and Local agencies through the Homeland Security Information Network (HSIN).

Regional Domestic Security Task Force (RDSTF)

In FY10/11 the RDSTF was co-chaired by the Miami-Dade Police Department Director and the FDLE Special Agent in Charge (SAC) Miami Office and is the foundation of South Florida's Domestic Security structure. Task force members include first responders from the disciplines of law enforcement, fire/rescue, emergency management, public health and hospitals. The task force also works in partnership with schools, businesses and private industries. By utilizing a multi-discipline approach, the RDSTF provides support to the impacted community by serving as a force multiplier for local agencies, and working in conjunction with emergency management professionals.

MDPD, Homeland Security Bureau

The Miami Dade Police Department's (MDPD) Homeland Security Bureau (HSB) is tasked with gathering, analyzing, disseminating and maintaining criminal intelligence and homeland security initiatives. The Intelligence Operations Center (IOC), Infrastructure Protection Section and Intelligence Section are the three operation centers of this Bureau. It is through these operation sections that the HSB develops information-sharing policies and collaborative programs. These policies and programs are designed to ensure the effective dissemination of appropriate intelligence information across a multi-jurisdictional and multi-discipline environment. The HSB conducts security, vulnerability and threat assessments and identifies the defensive needs of critical infrastructures. Furthermore, the HSB coordinates Regional Domestic Security Task force efforts for Region 7 and Liaisons with Miami-Dade Emergency Management.

The Homeland Security Bureau, also operates as a regional fusion center known as the Southeast Florida Fusion Center (SEFFC). This SEFFC is one of 72 federally recognized fusion centers which gathers, mines and fuses data to support its fight against crime within the region and assists the FBI in identifying and preventing terrorist attacks. Data and information is derived from multiple sources, including the intelligence community, the federal government, other state and municipal agencies, private partners, suspicious activity reporting, social media and open sources. Tips may come in to fusion center tip lines from citizens or police officers. Fusion centers also respond to requests for analysis from several law enforcement agencies in the field, primarily investigators seeking to spot trends in areas like drug crime, gang activity, or theft.

MDFR - Terrorism Response Bureau

Miami-Dade Fire Rescue maintains a Terrorism Response Bureau that develops weekly Threat and Analysis Reports with information focusing on issues related to its first responders. The information provided covers a focused set of topics including:

- Terrorism Trends and Targeting
- Safety
- Situational Awareness
- Special Events

The report highlights significant events on the regional, state, national, and international fronts. It further alerts MDFR sworn personnel to recent or emerging threats; such as new developments in improvised explosive devices (IED). Additional information includes upcoming training/exercises as well upcoming anniversaries of previous attacks, worldwide.

MDEM - Homeland Security Detachment

During this review period MDPD detached five uniformed positions to the MDEM. In addition to a supervisory position, this Homeland Security Bureau assignment was comprised of four sworn officers; each of whom has a specific area of expertise; health services, including BioWatch; Weapons of Mass Destruction, CBRNE; mass migration and critical infrastructure. Their steady-state duties include constant communication with the MDPD Intelligence Operations Center, monitoring and providing data in the Regional Virtual Fusion Center, and monitoring the other secured homeland security sites including, but not limited to, HSIN, LEO, ThreatCom, and FBI Bulletin

Although each officer had a specific area of responsibility and monitored, tracked, and compiled information on those areas each were proficient in the protocols for any act of terrorism. All five members of the MDEM detachment were members of the Regional Domestic Security Task Force-Southeast (RDSTFSE). 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 Mayor.

Department of Homeland Security (DHS) - BioWatch

BioWatch is a DHS program falling under the management oversight of its Science and Technology Directorate. This program was implemented in 2001 following the anthrax attacks. It is designed to reduce the detection time of potential outbreaks compared to traditional surveillance. It further allows for the early identification of bioterrorism-related and naturally occurring outbreaks in the County prior to specific medical diagnoses through a comprehensive protocol for monitoring, collection, and laboratory analysis.

The Miami-Dade County Health Department (MDCHD) manages the program locally; using four different data sources to detect any potential communicable disease outbreak or bioterrorist event. A syndromic surveillance uses individual and population health indicators that are available prior to laboratory confirmation. It involves the implementation of technology and collaborative business practices in order to link data for analysis and intervention. The MDCHD pioneered the use of 911 call data and school absenteeism to support the early detection of a potential outbreak.

Centers for Disease Control and Prevention (CDC) - Cities Readiness Initiative (CRI)

Originally implemented as a pilot program in 2004, including 21 Metropolitan Statistical Areas (MSA), the CRI has grown to 72 MSAs nationwide. Determining factors for an MSA designation were population density, economic impact and potential vulnerability. To participate in the funding from this program state and large metropolitan public health departments needed to document their response capabilities for a large-scale bioterrorist event. This included establishing points of distribution (POD) and dispensing antibiotics to the entire population within a 48-hour period. The CRI further supports other public health emergencies as emphasized in the Pandemic and All-Hazards Preparedness Act of 2006 (P.L. 109-417).

Miami-Dade County was one of the 21 original MSAs participating in the pilot program. The MDCHD developed and maintains the CRI plans, supported by the CDC, Florida Department of Health, Regional Domestic Security Task Force, Miami Dade Emergency Management, county and municipal law enforcement and fire/rescue agencies, and other local response agencies and community partners.

The CRI works concurrent with the Strategic National Stockpile (SNS); a national repository of medicine and medical supplies. Multiple repositories are staged throughout the Country and each maintains ready-to-deploy Push Packages; caches of pharmaceuticals, antidotes, and medical supplies. Push Packages can be delivered to pre-designated sites within 12 hours of the federal decision to deploy SNS assets. In the event that local resources are overwhelmed due to any one event, the MDCHD will request the SNS assets.

Homeland Security Exercise and Evaluation Program (HSEEP)

The DHS, Federal Emergency Management Agency (FEMA), National Preparedness Directorate manages this program that constitutes a national standard for exercises. All exercises funded by the Homeland Security Grant Program (HSGP) must follow its capabilities and performance-based program. This program provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

National Exercise Program (NEP)

The National Exercise Program supports organizations by providing the framework for prioritizing and coordinating exercise activities. The guidelines provide for the objective assessment of agency capabilities. This allows for strengths and areas for improvement to be identified, corrected, and shared as appropriate prior to a real incident. Miami-Dade County conducts exercises in full compliance with this program.

RESPONSE/RECOVERY PROGRAMS

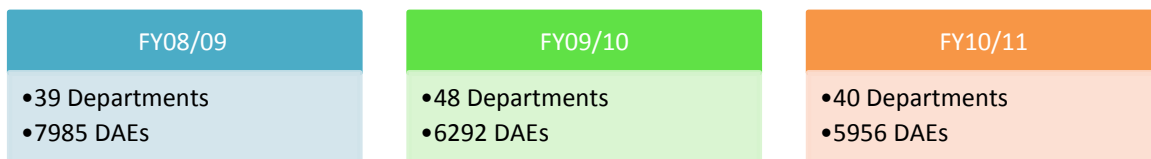
This section of the Emergency Preparedness Report highlights those programs and initiatives that augment the County’s resources, provide for the continuity of operations of County Departments and overall facilitates the County’s response and recovery activities.

Disaster Assistance Employee (DAE)

Imminent disasters, or those that have impacted the County, trigger a multitude of jobs that need accomplishing. It is not advantageous to rely solely on volunteers to meet this need. To address this Miami-Dade County instituted a Disaster Assistance Employee (DAE) Program.

Miami-Dade County employees designated as “EOC Essential” are required to assist in the County’s disaster response efforts. Roles may be pre-assigned or assigned as the situation dictates. It is important to note that Department Essential personnel may also be assigned disaster roles. **Figure 14** shows a 3-year overview of the DAE Program participants.

Figure 14: DAE Program Statistics



Continuity of Operations Plan (COOP)

Pursuant to Chapter 8B, the Miami-Dade Code of Ordinances, identified Departments must prepare or revise emergency preparedness contingency plans in accordance with the directions and guidelines provided by MDEM. These plans better assure that the essential missions of any one Department will continue. COOP plans must be submitted to MDEM by March of each year. **Figure 15** shows a 3-year retrospective of the COOP program.

Figure 15: COOP statistics



Volunteer Organizations Active in Disaster

The Miami-Dade Volunteer Organizations Active in Disasters (MDVOAD) is a coordinating and collaborating effort of county, state, federal, faith-based and non-profit social organizations that will organize during a disaster to provide disaster relief services to the affected population of Miami-Dade County. MDVOAD is committed to the philosophy that the time to train, prepare, and become acquainted with each other is before a disaster occurs. The MDVOAD meets on a regular basis to plan for and to educate the members about how they may service their community during and after a disaster. The organization seeks to prevent the duplication of effort by coordinating the availability of needed services in disasters.

Partner organizations that make up VOAD:

- Easter Seals
- The Village
- Church of Jesus Christ
- Switchboard of Miami
- United Way of Miami
- Miami Jewish
- American Red Cross
- 7th Day Adventist Community Service
- STEPS in the Right Direction
- Haitian Neighborhood Center
- New Horizons CMHC
- CCDH
- Salvation Army
- Church World Service
- FRIEND
- Neighbors 4 Neighbors
- Alliance for the Aging

Miami-Dade Communities Organized to Respond in Emergencies (C.O.R.E.)

Miami-Dade C.O.R.E. (Communities Organized to Respond in Emergencies) is a pilot project designed to better engage faith-based and community organizations in planning for, responding to and recovering from disasters. The purpose was to work with the DHS Center for Faith-based & Neighborhood Partnerships in a pilot effort to identify what works and what does not work in engaging diverse, hard-to-reach populations in emergency preparedness, response and recovery. Seven target population groups were chosen: low-income disadvantaged residents; seniors; immigrants, those with limited English-speaking abilities; those representing minority faith traditions; youth; and homeless. The idea was that given the great diversity (ethnic, religious, age, etc), breadth of experience and solid reputation of Miami-Dade County in this realm, many lessons could be learned by focusing efforts on this geographic area. As a result of this yearlong effort approximately 27 organizations have volunteered to explore using their facilities, personnel and members to serve unmet needs during emergencies. Services could include sheltering, mass feeding, managing donation drives following disasters, and providing neighborhood mass communication and translation services in times in crisis. **Figure 16** shows the C.O.R.E. membership by organization type.

Figure 16: C.O.R.E Membership

C.O.R.E. Membership	
Faith-Based Organizaitons	Community-based Organizations
Adventist Community Services	A Mother's Care
Corpus Christi Church	Brinnikas Resources & Community Support Service
Christ Baptist Church	Communities United, Inc
First Haitian Baptist Church of North Dade	Curley's House of Style
God's Way Assembly	Family in Distress, Inc.
Greater St. Paul A.M.E.	Farah's Angel Day Care
Islamic School of Miami	Inner City Community Development Corp
Jabez Center Community Church	Youth Empowerment
Masjid Al-Ansar	100 Black Men of South Florida
Muslim Communities of South Florida	Coalition of Florida Farm Workers
Notre Dame D'Haiti Catholic Church	Association for the Development of the Exceptional
Truth Impact International Church, Inc	Overtown Community Optimist Club
	NAACP Youth Outreach
	Haiti Youth Legacy
	Victory for Youth

Emergency Support Functions

The Emergency Support Functions (ESF) structure serves as a guidance tool to direct a response at the operational level. Grouped into the main response activities following a disaster, this is the mechanism used to organize and provide assistance with the activities most frequently used before and after a disaster. **Figure 17** shows the ESF, the respective lead agencies and the work processes assigned to each.

Figure 17: Emergency Support Functions

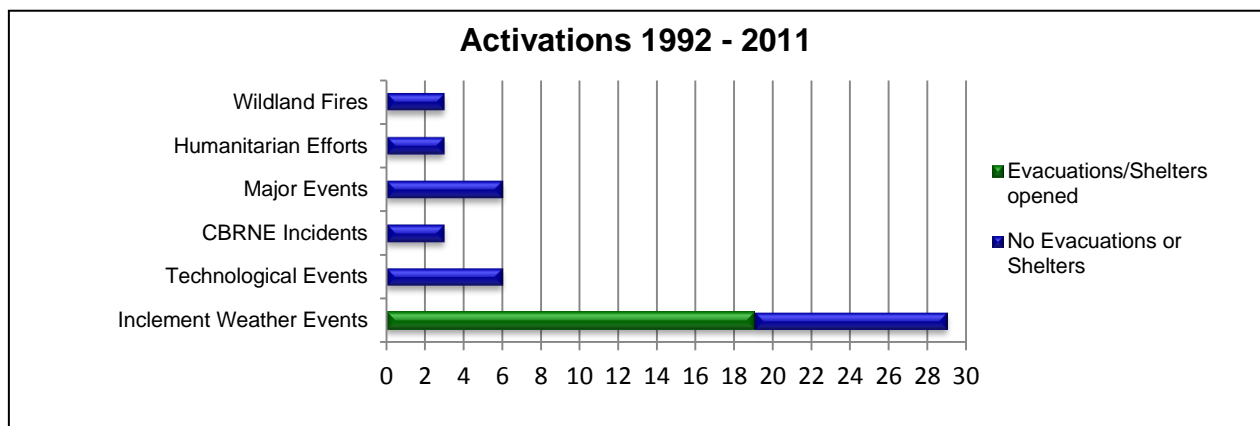
Response and Recovery Work Processes			
ESF Number	ESF Category	Lead Agency	Processes
ESF 1	Transportation	Miami-Dade Transit	Facilitate the emergency transportation requirements; including personnel and equipment movement to the transportation of evacuees to shelters
ESF 2	Communications	Miami-Dade Enterprise Technology Services Department	Coordinate communication equipment and services for field operations, including radios for Points of Distribution Managers to first responders
ESF 3	Public Work & Engineering	Miami-Dade Public Works Department	Coordinate public works and engineering services; including debris removal to road and bridge repair
ESF 4	Firefighting	Miami-Dade Fire Rescue Department	Coordinate fire protection and suppression
ESF 5	Planning & Intelligence	Miami-Dade Department of Emergency Management	Collect, analyze, evaluate, and disseminate information
ESF 6	Mass Care	American Red Cross	Provide for basic human needs; including shelter operations, feeding and hydration
ESF 7	Resource Management	Miami-Dade Voluntary Organization Active in Disaster (MDVOAD)	Provide logistical support to the operations of agencies and personnel
ESF 8	Health & Medical	Miami-Dade Public Health Department	Mobilize and manage health and medical services; including nursing personnel for the Special Needs Shelters
ESF 9	Urban Search & Rescue	Miami-Dade Fire Rescue Department	Coordinates search and rescue operations
ESF 10	Hazardous Materials	Miami-Dade Department of Environmental Resource Management	Coordinates the clean-up of all hazardous material spills
ESF 11	Food & Water	Miami-Dade Department of Emergency Management	Responsible for providing immediate food and water to impacted communities
ESF 12	Energy	Florida Power and Light	Coordinates all efforts to ensure the uninterrupted supply and delivery of energy resources
ESF 13	Military Support	Florida National Guard	Facilitates the use of the military resources of the Florida National Guard
ESF 14	Public Information	Miami-Dade Department of Emergency Management/Mayor's Office	Disseminate emergency information and serve as a point of contact for the media
ESF 15	Volunteers & Donations	United Way of Miami	Facilitates the receipt of unsolicited goods and coordinates the use of spontaneous volunteers
ESF 16	Law Enforcement	Miami-Dade Police Department	Coordinates law enforcement and security support; including shelters, PODs, and reentry points
ESF 17	Animal Protection	Miami-Dade Animal Services Department	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 Department of Emergency Management	Addresses the recovery needs of the business community

The Emergency Operations Center (EOC)

An integral component of MDEM is the Emergency Operations Center (EOC). The EOC serves as the nucleus for the response and recovery efforts following any disaster. It also serves as the communal hub for the planning and potential response precipitated by the large-scale scheduled events held within Miami-Dade County, such as the Super Bowl.

The EOC accommodates representatives from agencies having a lead or support role in planning, response or recovery of those aforementioned events and allows for the effective management of all resources. The EOC configuration, as illustrated in **Appendix D**, emulates the Incident Command System (ICS) structure; which better assures an effective operation. **Figure 18** shows the number of EOC activations since 1992, as well as the incident type that warranted the activation.

Figure 18: EOC Activations



Second Responders

A bill was presented before the 111th Congress that would amend the Public Health Service Act to establish a comprehensive national system for skilled construction workers to assist first responders in disasters. This bill, H.R. 652: Skilled Trades Second Responders Act of 2009, did not pass and never became law. However, as identifying second responders helps make the difference between lingering disruption and the necessary and timely restoration of daily life, many state and local governments, including Miami-Dade, have adopted the unique “second responder” concept. Miami-Dade Corrections and Rehabilitation (MDCR) serves as a Second Responder agency. When needed, sworn corrections officers augment the County’s law enforcement personnel to assist with traffic control and security. Four platoons for a total of 148 MDCR personnel have been trained to be deployed in the Second Responder capacity.

MITIGATION

Miami-Dade County is vulnerable to disasters of all types affecting every part of our community; no one is immune. We've suffered hurricanes, tornadoes, severe flooding, wildfires, plane crashes, hard freezes, droughts and more. Mitigation lessens the impact that these disasters may have and in doing so assist help decrease the response and recovery efforts.

Local Mitigation Strategy

The LMS Working Groups and Steering Committee are made up of a broad spectrum of both stakeholders and partners, including federal, state, and local government; private enterprise; private and public schools, colleges, and universities; hospitals; and not-for-profits. The LMS Working Groups, correlating to its respective stakeholders, submit projects for consideration and approval by the Steering Committee. Although specific to mitigation the projects the LMS undertakes ensure a less costly and more effective recovery. The LMS secures financing through Federal, State, and Local funding sources to develop and implement projects that serve to reduce the impact any one disaster has on the County. Furthermore, through the funding of these projects Miami-Dade County is benefited by increased commerce generated by construction as well as the associated job creation. **Figure 19** reflects the projects undertaken and funds secured during this reporting period.

Figure 19: LMS Projects

Local Mitigation Projects	
Completed Projects	
Mt. Sinai Medical Center Blum Building - Windows & Roof retrofit	1,575,600
Mt. Sinai Medical Center Orovitz ER - Windows & Roof retrofit	2,051,900
MD Public Works Rickenbacker Maintenance Yard wind retrofit	26,900
University of Miami Knight Physics Building	540,400
Miami Dade College Kendall Campus Building 9000 wind retrofit	206,500
Miami Dade College North Campus Building 900 wind retrofit	48,400
Miami Children's Hospital - Wind retrofit, 4th Floor Mechanical Room	804,000
Under Construction	
Vizcaya Museum & Gardens - Harden courtyard canopy	1,846,500
University of Miami Whitten University Center	612,300
University of Miami – Bascom Palmer Eye Institute wind retrofit	3,399,500
MDFire Rescue – Replace overhead doors on 38 stations	584,000
Miami-Dade Public Works Traffic signal upgrade – wires to masts: (4 Sections)	2,082,800
Mt. Sinai Medical Center Ascher Building - Wind retrofit (design stages)	1,000,017
Funded – Not yet started	
University of Miami, Hospital Wind Mitigation (PDM 2011)	3,000,000
City of Sweetwater – IIB South Storm Water Improvements (PDM 2011)	1,127,040
Total Number of Projects: 15	Total Funded Dollars: 18,905,758

APPENDIX

APPENDIX A: PREPAREDNESS MEASURES

The following are TCL preparedness measures used by MDEM to assess the County's progress in planning for the specific capabilities tied to the agency's seven strategic priorities.

PREPAREDNESS MEASURES	ACHIEVED
I. Interoperability: Communications	
Plans are in place that support operable communications systems with redundancy and diversity, provide service across jurisdictions, and meet every day internal agency requirements.	Yes
Redundant and diverse interoperable communication systems are available.	Yes
Communication systems support on-demand, real-time interoperable voice and data communication.	Yes
Plans and procedures are in place to ensure appropriate levels of planning and building public safety communication systems prior to an incident.	Yes
Plans and procedures are in place to ensure appropriate levels of upgrading/enhancing public safety communication systems and equipment.	Yes
Plans and procedures are in place to ensure appropriate levels of maintaining public safety communication systems and equipment.	Yes
Plans and procedures are in place to ensure appropriate levels of managing public safety communication.	Yes
Communications Continuity of Operations Plans that outline back-up systems available at local levels, including protocols for use of systems, is in place.	Yes
Communications standard operating procedures (SOPs) that conform to NIMS are in place and are used in routine multiple jurisdictional responses.	Yes
A multi-agency governance structure to improve communications interoperability planning and coordination has been established.	Yes
Interoperability communications plans have been developed through governance structure and include all relevant agencies for data and voice communications.	Yes
Interoperability policies and procedures to allow information sharing between levels of government and federal installations involved in incident, as necessary and as possible, are in place.	Yes
Plans to coordinate the procurement of communications assets to ensure interoperability are in place.	Yes
Plans to acquire and influence sustained interoperability and systems maintenance funding have been developed.	Yes
Plans include a procedure to return communications back to normal operations after each significant incident.	Yes
Communications-specific tabletop exercises are conducted with multi-jurisdictional and multi-agency operations, technical, and dispatch participants.	Yes
Communications-specific operational exercises with multi-jurisdictional and multi-agency participants are conducted.	Yes
Operational exercises include an observer specifically to monitor the communications piece to ensure there is adequate information to provide in the AAR to correct any communication problems that occurred for the future.	Yes

All personnel, including appropriate partners, have been trained to operate communications systems according to their incident role.	Yes
Interoperability systems are used in pertinent everyday activities and emergency incidents to ensure familiarity with system and cooperation.	Yes
PREPAREDNESS MEASURES	ACHIEVED
II. Mass Casualty; Mass Prophylaxis	
Local plans contain elements included in the Local SNS Assessment Tool.	Yes
Mass Prophylaxis plan is incorporated into overall emergency response plan.	Yes
Plan addresses requesting and receiving Mass Prophylaxis from the CDC.	Yes
Plan addresses the distribution of mass therapeutics (e.g. points of dispensing, medical supplies, staffing and security).	Yes
Plan addresses cultural characteristics of populations to be treated (e.g. religious needs, language barriers).	Yes
Plan addresses the provision of prophylaxis to special needs populations (e.g. disabled people, quarantined individuals, and people requiring ongoing medical support).	Yes
Plan addresses infection control measures to protect staff and patients (e.g. medical screening is performed in separate area away from mass prophylaxis site).	Yes
Mass prophylaxis plan incorporates input from all relevant stakeholders, including health department, emergency management agency, public works, department of transportation, law enforcement, EMS, fire, hospitals, military installations, department of finance).	Yes
Treatment center point of contact is identified and documented in mass prophylaxis plan.	Yes
Mass prophylaxis plan provides authorization for practitioners to issue standing orders and protocols for dispensing sites.	Yes
Mass prophylaxis plan provides authorization for practitioners to dispense medications.	Yes
Exercises evaluate the tactical communications portion of the mass prophylaxis plan.	Yes
Exercises evaluate the public information and communication portion of the mass prophylaxis plan.	Yes
Exercises evaluate the mass prophylaxis plan procedures to maintain security.	Yes
Exercises evaluate the mass prophylaxis inventory management system plan.	Yes
Exercises evaluate the mass prophylaxis plan procedures to distribute prophylaxis.	Yes
Exercises evaluate the mass prophylaxis dispensing procedures.	Yes
Exercises evaluate the point of dispensing center coordination plan.	Yes

PREPAREDNESS MEASURES	ACHIEVED
II. Mass Casualty; Medical Surge	
A process is in place to project the demand for medical surge (e.g. how many people will need treatment, how long it will take to secure facilities).	Yes
A scalable patient tracking system is in place.	Yes
Plan for community-based hospital bed surge capacity is in place.	Yes
All acute care hospitals have capacity to maintain, in negative pressure isolation, at least one suspected case of a highly infectious disease or a febrile patient with a suspect rash or other symptoms of concern that might be developing a highly communicable disease.	Yes
Sufficient supplies of personal protective equipment are available for current and surge	Yes

healthcare personnel to work safely within the limits defined by their SOPs.	
Secure and redundant communications system that provides connectivity during a catastrophic event among healthcare facilities and all other responder disciplines at all jurisdictional levels is in place.	Yes
Updated medical surge plans have been developed in conjunction with critical multidisciplinary partners (public health, emergency management agency, law enforcement, etc.).	Yes
Plans address the use of existing facilities (e.g. hospitals, clinics, extended care facilities).	Yes
Plans address the identifying and establishing additional facilities (e.g. provision of personnel, equipment, pharmaceuticals) when needed.	Yes
Plans address patient and resource transportation (e.g. identification and availability of traditional and non-traditional resources).	Yes
Plans address facility-based evacuation (e.g. identification of receiving facilities, coordination of transportation assets).	Yes
Plans for the set up, staffing, and operation of alternate care facilities are in place.	Yes
Plans address the treatment of medical surge personnel, site staff, and their families (e.g. medical needs, stress management strategies).	Yes
Plans address dissemination of accurate, timely, accessible information to public, media, support agencies.	Yes
A database to track the status of medical surge resources (e.g. medications, medical professionals) is in place or accessible.	Yes
A local/regional pharmaceuticals management system is in place that captures current inventory of the Metropolitan Medical Response System, the Health Resources and Services Administration-hospital, and the CHEM-PACK caches.	Yes
A local/regional pharmaceuticals management system is in place that tracks the dispensing of pharmaceuticals during the incident.	Yes
Hospitals utilize competency-based education and training programs for all hospital personnel responding to a terrorist incident or other public health emergency.	Yes
Hospitals and their healthcare partners have an exercise program that conforms with Joint Commission on Accreditation of Healthcare Organizations, Health Resources and Services Administration, CDC, NIMS, and Homeland Security Exercise and Evaluation Program (HSEEP) requirements.	Yes
City participates in Emergency System for Advance Registration of Volunteer Health Professionals Program.	Yes
Plans for the set up, staffing, and operation of alternate care facilities are in place.	Yes

PREPAREDNESS MEASURES	ACHIEVED
II. Mass Casualty; Mass Care	
A mass care plan is in place for the general population.	Yes
Mass care plan is integrated with our plans for evacuation (e.g. evacuation routes to shelters are identified, exercise evacuation from various locations to local shelters).	Yes
Mass care plan addresses cultural characteristics and needs of populations to be sheltered (e.g. religious needs, language barriers).	Yes
Mass care plan addresses the shelter requirements of special needs populations (e.g. disabled people, people requiring ongoing medical support).	Yes
Mass care plan addresses the feeding needs of affected populations (e.g. estimate projected need, identify distribution, preparation, and feeding sites, establish mobile feeding routes).	Yes
Plans to transfer individuals with needs beyond the shelter's capacity to a functional and medical support shelter or other appropriate care facility with their caregivers/family are in place.	Yes
Plan to utilize American Red Cross/DDHS Initial Intake and Assessment Tool to assess individuals arriving at shelters is in place.	Yes
A mass care plan for companion animals (includes provision of shelter, food, and animal welfare inquiry services) is in place.	Yes
Shelter agreements for each jurisdiction are in place.	Yes
Mass care plan addresses the safety and security of shelter facilities.	Yes
The mass care plan includes Memoranda of understanding (MOUs) with non-governmental organizations to provide personnel and equipment support following an incident.	Yes
Mass care plan includes programs for recruiting volunteers.	Yes
Has a companion animal care/handling plan coordinated with appropriate partners.	Yes
Training and exercise program for mass care personnel is in place and covers sheltering and feeding.	Yes
Training and exercise program addresses common mass care issues (e.g., culture, language, accommodating people with disabilities in general population shelters etc.).	Yes
Training and exercises for mass care operations occur on regular basis.	Yes
Shelter staff is familiar with American Red Cross/DDHS Initial Intake and Assessment Tool that is used for initial screening of clients.	Yes

PREPAREDNESS MEASURES	ACHIEVED
III Community Preparedness; Public Warning Systems	
The Comprehensive Emergency Management Plan (CEMP) specifies how and when to enact the public information function.	Yes
The CEMP specifies how and when to activate public alert and warning functions.	Yes
A standard operation procedure (SOP) specifies how and when to enact the notification function.	Yes
The SOP includes a communications strategy to engage the media to ensure accurate information is disseminated.	Yes
The SOP specifies how and when to enact a Joint Information System (JIS).	Yes
The SOP provides procedures for use when normal information sources are lost.	Yes
Emergency Alert System (EAS) activation plan is in place and is tested regularly.	Yes
Public awareness and education plan is in place with all appropriate agencies and partners.	Yes
Plans for Joint Information Center (JIC) include multi-jurisdictional, multi-disciplinary agencies, the private sector, nongovernmental organizations, and staffing JIC functions.	Yes
Communications plan in place to communicate changes in threat level (in the Homeland Security Advisory System) to the public.	Yes
JIC Manual is in place.	Yes
JIC Manual includes protocols for interfacing with the media, legislative interests, officials and celebrities, citizens, city, federal, and private industry leaders.	Yes
JIC Manual includes a listing of homeland security and emergency management sources of information and updatable media lists.	Yes
JIC Manual includes protocols for operating in JIC	Yes
JIC Manual includes protocols for identification of resources and responsibilities in advance of an accident.	Yes
Crisis and emergency risk communications (CERC) plans are in place.	Yes
Procedures are in place for rapidly deploying public affairs teams.	Yes
Procedures are in place for communicating with internal groups and individuals about disasters and emergencies following established standards, as appropriate (e.g. EMAP and the National Fire Protection Association (NFPA) 1600).	Yes
Procedures are in place for communicating with external groups and individuals about disasters and emergencies following established standards, as appropriate (e.g. the EMAP and the NFPA 1600).	Yes
Preparedness information is widely distributed in languages appropriate to the cultural and ethnic needs of the populations of the area.	Yes
Information dissemination and alert/warning mechanisms are structured so that private sector entities receive accurate, timely, and unclassified information.	Yes
Plans and procedures to test and update alerts/warning frequently are in place.	Yes
Plans and procedures to receive and archive responses from stakeholders that have been previously notified are in place.	Yes
Plans and procedures for how notification of recovery assistance information will be disseminated to the public are in place.	Yes
Plans and procedures for a post-incident containment informational program are in place.	Yes

PREPAREDNESS MEASURES	ACHIEVED
III Community Preparedness; Protective Actions:	
Evacuation and shelter-in-place plans address the development and dissemination of accurate, timely, accessible information to public, media, and support agencies.	Yes
Evacuation and Shelter-in-Place materials are disseminated to the public and available on-line.	Yes
Informational material providing guidance on evacuation/shelter-in-place orders for biological and chemical hazards have been developed and coordinated with public education.	Yes
Informational material providing guidance on evacuation/shelter-in-place orders for explosive incidents have been developed and coordinated with public education.	Yes
Informational material providing guidance on evacuation/shelter-in-place orders for radiological/nuclear hazards have been developed and coordinated with public education.	Yes
Informational material providing guidance on citizens' responsibilities during evacuation/shelter-in-place orders have been developed and coordinated with public education.	Yes
Plans addressing authority and decision-making processes for shelter-in-place/evacuations are in place.	Yes
The number of Hurricane Evacuation Center spaces meets or surpasses the State mandated criteria.	Yes
Press releases announcing the call for protective actions are readily disseminated to the media and available online	Yes
Plans are in place for the evacuation of neighborhoods.	Yes
Plans are in place for the evacuation of high-rise buildings.	Yes
Plans are in place for the evacuation of elevated transportation systems.	Yes
Plans are in place for the evacuation of correctional facilities.	Yes
Plans are in place for the evacuation of hospitals/nursing homes/assisted-living/elder care facilities.	Yes
Plans are in place for the evacuation of special events venues.	Yes
Plans are in place for the evacuation of other high-risk areas in response to a threat or attack.	Yes
Plans are in place for the evacuation of animal shelters and zoos.	Yes
Plans are in place to identify and transport the population segment with access or functional needs.	Yes
Processes for identifying, during an incident, populations that may need assistance with evacuation/shelter-in-place are in place.	Yes
Processes for meeting the different types of assistance needed; i.e., physical movement, transportation assistance and language translation are in place.	Yes
Processes for providing for communication with the hearing/speech impaired are in place.	Yes
Plans for coordinating with law enforcement (e.g. to identify risk to transportation infrastructure from potential terrorist attack, identify security and survival vulnerabilities to evacuated population, identify protective countermeasures) are in place.	Yes
Plans to coordinate with public safety agencies in evacuating incarcerated populations are in place.	Yes

Evacuation plan(s) identifying evacuation routes and traffic flow and control measures are in place.	Yes
Evacuation routes are marked.	Yes
Plans identifying measures to ensure adequate services (e.g., gas, food, water, tow trucks, medical emergencies, etc.) along the evacuation route(s) are in place.	Yes
Non-traditional shelter are available to accommodate individuals and families following no-notice events	Yes
Plans to provide for leadership at evacuation staging points and/or at temporary evacuation shelters for up to 72 hours are in place.	Yes
Plans to coordinate with mass care agencies to provide required services at evacuation staging points and/or at temporary evacuation shelters for at least 72 hours are in place.	Yes
Arrangements with agencies to be involved in evacuations/sheltering, staffing of shelters, logistical supply, security, and support of shelters are in place.	Yes
Plans to coordinate with medical care agencies to provide medical support, supervision, and symptom surveillance of evacuees during a prolonged evacuation (e.g., monitoring and caring for people with pre-existing medical conditions or disabilities and those who may become ill during the evacuation) are in place.	Yes
Plans to address decontamination of evacuees (e.g., coordination with HazMat) are in place).	Yes
An information tracking system is in place to support evacuation and shelter-in-place operations.	Yes
MOUs with jurisdictions to serve as host communities for evacuees during an incident have been developed.	Yes
Plans to address re-entry of the general population are in place.	Yes
Plans to address re-entry support for populations requiring assistance to return are in place.	Yes
Plans to coordinate with utility companies regarding safety instructions for returning homeowners are in place.	Yes
Staff of agencies to be involved in evacuations/sheltering, staffing of shelters, logistical supply, and support of shelters have been trained.	Yes*
Pre-event exercises of the notification and activation of evacuation and shelter-in-place plans are conducted with citizen participation.	Yes

PREPAREDNESS MEASURES	ACHIEVED
III. Community Preparedness; Engagement & Education	
Membership in a local Citizen Corps Council, is available.	Yes
Citizen Corps Council includes representatives from government, emergency management officials, civic organizations, faith-based organizations, special needs advocacy groups, private sector, critical infrastructure, education, and neighborhood associations.	Yes
Strategic plans to engage residents and business interests in preparedness, training, drills/exercises, and volunteer support are in place.	Yes
Comprehensive Emergency Management Plan (CEMP) addresses citizen preparedness and participation, establishes support for emergency support functions (ESFs) and plans for use of non-governmental resources.	Yes
Exercises engage non-governmental entities, volunteers and the general public.	Yes
Plans include MOUs specific to non-governmental entities (e.g., personnel and resources).	Yes

PREPAREDNESS MEASURES	ACHIEVED
III. Community Preparedness; Engagement & Education	
Processes for the development and distribution of informational materials are in place.	Yes
Processes for engaging the population through the use of social media are in place.	Yes

PREPAREDNESS MEASURES	ACHIEVED
IV. Intelligence/Information Sharing & Disseminations	
Appropriate local, regional, state and federal authorities have been identified as requisite participants in the information sharing process.	Yes
Appropriate local, regional, state and federal authorities have access to the necessary information sharing systems.	Yes
MOUs or similar agreements between appropriate entities are in place.	Yes
Regulatory, statutory, and/or privacy policies are in place.	Yes
Local, state and federal law enforcement agencies have a clearly defined, implemented, and audited process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.	Yes
Clearly defined and documented mechanisms/processes (reduced to a single pipeline wherever possible and prudent) for sharing information/intelligence among federal, state, regional and local sources are in place.	Yes
Processes and mechanisms for sharing information/intelligence among federal, regional, state and local sources are technologically competent for the entities involved.	Yes
Alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies are available and routinely evaluated.	Yes
Mechanisms within the information sharing network to provide feedback and/or follow-up information as needed are in place.	Yes
Local agencies have an established procedure/protocol for providing intelligence products or relevant information to street-level law enforcement personnel.	Yes
Fusion Centers/processes ensure the participation of appropriate private sector entities.	Yes
Access to early detection/alert programs and networks and all-source information is available (e.g., Public Health Information Network, BioSense, Homeland Security Information Network, Information Sharing and Analysis Centers, etc.) as appropriate.	Yes
There are adequate numbers of trained personnel at all levels (especially at dispatch or communications centers) to process and disseminate information.	Yes
Personnel are aware of and trained to adhere to pre-defined security clearances and need to- know parameters.	Yes
Appropriate personnel are trained in processing and disseminating information and intelligence.	Yes
Personnel are trained in the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.	Yes
Exercises test the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.	Yes
Training and exercise programs include interaction with the private sector operators of critical infrastructure.	Yes
Exercises test alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies.	Yes

PREPAREDNESS MEASURES	ACHIEVED
V. Critical Infrastructure Protection (CIP)	
National Infrastructure Protection Plan and State Security Plans are in place.	Yes
City and/or regional CIP Plans are developed and in place.	Yes
Appropriate risk methodology (i.e. one that takes into account the threats, consequences, and vulnerabilities) has been developed and approved by the federal government for CI/KR protection.	Yes
Vulnerability assessment tool has been developed.	Yes
A mechanism for coordinating CIP efforts has been established for federal and city authorities (e.g. federal, regional, and local government coordinating council).	Yes
National CIP Research and Development Plan has been established.	Yes
CIP information-sharing mechanism has been established.	Yes
Sector security goals have been established for each sector in partnership with security partners.	Yes
Sector security goals support the goal of the National Infrastructure Protection Plan.	Yes
Sector security goals yield specific, measurable outcomes that allow security partners to allocate security resources and to track progress.	Yes
Vulnerability assessment training program is developed and implemented.	Yes
Risk assessment training program is developed and implemented.	Yes
System to "Red Team" CIP measures and technology is in place.	Yes

PREPAREDNESS MEASURES	ACHIEVED
VI. WMD Detection & Response: WMD/Hazmat Response and Decontamination	
WMD/HazMat response and decontamination plans are based on a formal assessment of risks and vulnerabilities.	Yes
Risk analysis is completed for potential HazMat vulnerabilities, including fixed facilities and transportation-related emergencies.	Yes
Local Emergency Planning Committee is functional.	Yes
Plans for pre-identified and equipped HazMat personnel to respond to HazMat incident and provide initial rapid HazMat incident size-up within 30 minutes from notification (< 2hrs if regional resource) are in place.	Yes
HazMat personnel are equipped and trained for weather prediction and hazard pluming.	Yes
Redundant HazMat response teams and equipment are available (or accessible through mutual aid agreements) to provide resiliency in the event of a large-scale incident.	Yes
WMD/HazMat plans address substance identification equipment (e.g. bases, vapors, liquids, solids, biologicals like white powder).	Yes
WMD/HazMat plans address personnel needs (e.g. work/rest cycles, medical, psychological, financial assistance, etc.).	Yes
WMD/HazMat plans address demobilization (e.g. debrief personnel, repackage equipment).	Yes
Jurisdiction's HazMat team(s) has current protocol to coordinate with EMS on victim care post-decontamination (identification of substance, administration of antidotes, etc.).	Yes

Jurisdiction's HazMat team(s) has current protocol to coordinate with law enforcement for evidence collection and crime scene control.	Yes
Emergency response and command vehicles and Incident Command Posts are equipped with Emergency Response Guidebook, National Institute for Occupational Safety and Health pocket guidebook, and discipline-related references relevant to the region.	Yes
Jurisdiction's HazMat team(s) trains regularly with EMS to ensure proper coordination of victim care post-decontamination (identification of substance, administration of antidotes, etc.).	Yes
Jurisdiction's HazMat team(s) trains regularly with law enforcement to ensure proper coordination for evidence collection and crime scene control.	Yes

PREPAREDNESS MEASURES	ACHIEVED
VI. WMD Detection and Response: CBRNE Detection	
Technological shortfalls in detection for each CBRNE agent have been identified.	Yes
A research and development program to address the detection technological shortfalls for each CBRNE agent is in place.	Yes
A program for the timely development of standards for emerging technology is in place.	Yes
A process to identify, acquire, and integrate appropriate technology in operational environments is in place.	Yes
Technical support for each CBRNE agent is available (on-site or through "reach back").	Yes
A standard list of threats of concern for each CBRNE agent is in place.	Yes
Appropriate levels of detection sensitivity for each CBRNE agent have been selected for the identified threats of concern.	Yes
Detection sensitivity thresholds for each CBRNE agent comply with appropriate international, national, State, and local standards.	Yes
A regional detection plan for each CBRNE agent has been developed and coordinated.	Yes
Protocols have been developed and incorporated in plans to communicate CBRNE detection activities, locations, anomalies and their resolution to appropriate personnel (e.g., intelligence, law enforcement, hazardous materials (HazMat), and public health personnel).	Yes
Protocols for notifying officials include agency specific call-down lists.	Yes
Appropriate procedures exist for CBRNE detection at critical infrastructure/key resources (CI/KR) for specific threat conditions.	Yes
Integrated detection architectures for each of the CBRNE agents exist.	Yes
Gaps in detection capability for each of the CBRNE agents are identified.	Yes
A process to acquire and allocate resources to fill CBRNE detection gaps is in place.	Yes
First responders and CI/KR personnel have received awareness-level training for each of the CBRNE agents.	Yes
Appropriate personnel have been identified for CBRNE detection training (e.g., law enforcement, transit police and security, fire department, hazardous materials (HazMat), public health, private sector security, and critical infrastructure personnel).	Yes
Training for detection operators, laboratory staff, and critical infrastructure personnel has been conducted.	Yes
A program to test and evaluate new CBRNE technology in the appropriate operational environment is in place.	Yes

Detection training materials have been developed and validated for each CBRNE agent.	Yes
Public education campaigns exist for CBRNE detection.	Yes
The CBRNE detection exercise program is in compliance with Homeland Security Exercise and Evaluation Program guidance.	Yes
A process for analyzing exercise results and incorporating lessons learned is in place.	Yes

PREPAREDNESS MEASURES	ACHIEVED
VII. Planning	
County strategic plans include, but are not limited to, the national mission areas of prevent, protect against, respond to, and recover from man-made and natural disasters and acts of terrorism.	Yes
The strategic plan defines the vision, mission, goals, and objectives of the jurisdiction.	Yes
Strategic plan addresses protection against, response to, and recovery from natural and manmade disasters as well as acts of terrorism.	Yes
Planners are trained and equipped.	Yes
Frequency with which plans are reviewed and updated in accordance with federal, state, and local regulations and policies.	Yes
Improvement actions from AARs and lessons learned are implemented according to the scale of disaster(s) and/or through defined federal mandate for schedule for completion.	Yes
COOP plans describe how personnel, equipment, and other resources support sustained response/survivability and recovery for all sectors.	Yes
COG plans describe the continued functioning of constitutional government under all circumstances.	Yes
Emergency response plans are consistent with the National Response Framework (NRF) and NIMS.	Yes
Mutual aid assistance agreements are in place with contiguous jurisdictions.	Yes
Preparedness plans are consistent with NRF and NIMS.	Yes
Aid assistance agreements or contracts with private organizations are in place.	Yes
Pre-identified mechanisms to request assistance from regional or federal Government are in place.	Yes
Emergency response plans address substantial loss of public safety response capabilities during catastrophic events (to include special needs populations and people with disabilities).	Yes
Plans are exercised and/or evaluated according to Homeland Security Exercise and Evaluation Program requirements.	Yes
Record of deficiencies is generated from plan review process within consensual or mandated predetermined days for review.	Yes

APPENDIX B: ACRONYMS

ALF	Assisted Living Facility
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CDC	Center for Disease Control and Rehabilitation
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CIP	Critical Incident Protection
COG	Continuity of Government
COOP	Continuity of Operations Plan
C.O.R.E	Communities Organized to Respond in Emergencies
CRI	Cities Readiness Initiative
DAE	Disaster Assistance Employee
D.A.R.E	Drug Abuse Resistance Education
MDEM	Department of Emergency Management
DHS	Department of Homeland Security
DoJ	Department of Justice
EEAP	Emergency Evacuation Assistance Program
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HEC	Hurricane Evacuation Centers
HSB	Miami-Dade Police Homeland Security Bureau
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IED	Improvised Explosive Device
IOC	Intelligence Operations Center
JIC	Joint Information Center
LMS	Local Mitigation Strategy
MMF	Medical Management Facility
MDCR	Miami-Dade County Corrections and Rehabilitation Department
MDFR	Miami-Dade Fire Rescue Department
MDPD	Miami-Dade County Police Department
NWS	National Weather Service
NSI	Nationwide Suspicious Activity Reporting Initiative
PIO	Public Information Officer
PPE	Personal Protective Equipment
RDSTF	Regional Domestic Security Task Force
REP	Radiological Emergency Preparedness
SEFFC	Southeast Florida Fusion Center
SHSGP	State Homeland Security Grant Program
SNEC	Special Needs Evacuation Center
VOAD	Volunteer Organizations Active in Disaster
UASI	Urban Area Security Initiative
WMD	Weapons of Mass Destruction

APPENDIX C: 2010 GRANTS SUMMARY

2009 Grants Summary			
	Grant Name	Grantee	2010
Homeland Security Grants	Urban Area Security Initiative 08 – Miami	MDEM	\$ 3,566,340.00
	Urban Area Security Initiative 08 – Fort Lauderdale	MDEM	\$ 110,000.00
	State Homeland Security Grant 3&7 FY10 EXP	MDEM	\$ 170,750.00
	State Homeland Security Grant FY10	MDFR	\$ 161,127.00
	FEMA/DHS Grant FY10/11	MDPD	\$ 75,025.20
	Urban Area Security Initiative FY10	MDPD	\$ 300,954.02
	Total:		
Infrastructure Protection	Port Security Grant Program	MDFR	\$ 256,866.00
	Metropolitan Medical Response System FY'09	MDEM	\$ 321,221.00
	Total:		
Disaster Management	Emergency Management Preparedness Assistance Base FY'10	MDEM	\$ 77,043.00
	Emergency Management Performance Grant FY'10	MDEM	\$ 377,352.00
	Total:		
Total:			\$ 5,416,678.22

APPENDIX D: EOC TABLE OF ORGANIZATION

