


# Memorandum



**Date:** December 1, 2021

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

**From:** Daniella Levine Cava  
Mayor 

**Subject:** Recommendation for Approval to Award Contract No. RFP-01032, Tennis Center Operations at Tamiami, Tropical, and Ives Estates

Agenda Item No. 8(F)(7)

Resolution No. R-1158-21

## Recommendation

It is recommended that the Board of County Commissioners (Board) approve a competitive contract award, *Contract No. RFP-01032, Tennis Center Operations at Tamiami, Tropical and Ives Estates*, for the Parks, Recreation and Open Spaces Department (PROS). Services are currently being provided under agreements established by PROS through Administrative Order 3-36, entitled Programing Partnerships, and Administrative Order 8-5, Permission to Conduct Private Business on Public Property.

On March 2, 2021, an item was presented to the Board for an award to Cañas. The recommendation was deferred by the Board due to concerns about the cost of the program and accessibility to the tennis courts by residents, and staff was directed to re-negotiate pricing offered to the community. Staff from the Internal Services Department and PROS met with Cañas' representatives to re-negotiate this contract. This item is being presented to the Board with the renegotiated terms agreed upon to address the Board's previous concerns.

During the negotiations, Cañas agreed to decrease pricing to the public for the various programs; increase the Miami-Dade County resident discount from 5 to 10 percent; increase the amount of under privileged youth activities from nine to 18 clinics per year, with a duration of two to three hours at each facility; increase Summer Camp tennis lessons for under privileged youth from 20 to 40 one to two hour blocks; decrease tennis court rental fees from \$10 to \$5 per hour; keep tennis courts open for public use; and implement an online reservation system, referred to as Park Link. Despite a reduction in cost of the tennis program to the public, the guaranteed monthly fee to the County remains unchanged.

## Background

The County issued a Request for Proposals under full and open competition. A total of 2,653 vendors were notified upon advertisement, of which 83 viewed the solicitation and eight responded. There were significant delays in the solicitation process that were compounded by the impact of COVID-19 on all recreational programming, placing the process on hold. Based on the scoring from the competitive selection committee, Cañas Tennis Academy LLC (Cañas) was the highest ranked vendor.

The contract (Attachment 1) provides for the management, operation and maintenance of the tennis centers at Tamiami, Tropical and Ives Estates parks. Services under the contract include, but are not limited to, providing professional tennis instruction to persons at all levels; promoting tennis leagues, tournaments and summer programs; offering various food, beverages and related merchandise or services through the pro-shop; and managing, operating, and maintaining the facilities in a safe and customer-oriented manner. Additionally, the recommended vendor will be responsible for marketing the facilities to foster awareness of services and to attract and retain customers, as well as to ensure the facilities provide the highest quality of experience for the tennis community, while generating revenues for the County.

**Scope**

The scope of this item is countywide in nature.

**Fiscal Impact/Funding Source**

There is a positive fiscal impact to the County resulting from this item as the contract is expected to generate revenue for the County. The projected revenue for the 10-year term is \$1,508,040, based on a guaranteed monthly rent of \$12,567.

Department	Projected Revenue	Funding Source	Contract Manager
Parks, Recreation and Open Spaces	\$1,508,040	Revenue Generating	Christina Salinas-Cotter
<b>Total:</b>	<b>\$1,508,040</b>		

**Track Record/Monitor**

Basia M. Pruna, of the Internal Services Department, is the Assistant Division Director.

**Delegated Authority**

If this item is approved, the County Mayor or County Mayor’s designee will have the authority to exercise all provisions of the contract, including any cancellation, or extension provisions, pursuant to Section 2-8.1 of the County Code and Implementing Order 3-38.

**Vendor Recommended for Award**

A Request for Proposals was issued under full and open competition on January 3, 2019. Eight proposals were received in response to the solicitation, of which four proposals were found to be non-responsive due to material deviations from the solicitation. The vendor recommended for award has a local address.

Vendor	Principal Address	Local Address*	Number of Employee Residents	Principal
			1) Miami-Dade 2) Percentage*	
Cañas Tennis Academy LLC	19735 Turnberry Way Aventura, FL	Same	26	Gustavo A. Oribe
			77%	

\*Provided pursuant to Resolution No. R-1011-15. Percentage of employee residents is the percentage of vendor’s employees who reside in Miami-Dade County as compared to the vendor’s total workforce.

**Vendors Not Recommended for Award**

Vendor	Local Address	Reason for Not Recommending
David Ensignia Tennis Academy, Inc.	Yes	Evaluation Scores/Ranking
Gudar Administrative & Financial Services, Inc.	Yes	
Barbosa Tennis, Inc. (SBE)	Yes	

Vendor	Local Address	Reason for Not Recommending
Eurograss, Inc. dba Florida Tennis Management LLC	Yes	Deemed non-responsive by the County Attorney's Office (opinion attached as Attachment 2).
Rick Simeon	No	
United States Tennis Association - Florida Section, Inc.	No	
Strength Tennis Academy dba Smart Concept	Yes	

**Due Diligence**

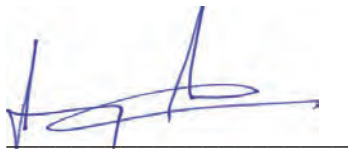
Pursuant to Resolution No. R-187-12, due diligence was conducted in accordance with the Internal Services Department's Procurement Guidelines to determine vendor responsibility, including verifying corporate status and that there are no performance and compliance issues. The lists that were referenced included convicted vendors, debarred vendors, delinquent contractors, suspended vendors, and federal excluded parties. There were no adverse findings relating to vendor responsibility.

Pursuant to Resolution No. R-140-15, prior to re-procurement, a full review of the scope of services was conducted to ensure the replacement contract reflects the County's current needs. The review included conducting market research, posting a draft solicitation for industry comment, and holding meetings and drafting sessions with the user department. The scope of services was updated to consolidate the needs of all three Parks under one contract to obtain the best revenue share to the County and the most qualified tennis professionals, allowing the Parks, Recreation and Open Spaces Department the benefit of working with one vendor in contrast to multiple vendors over multiple contracts or permits.

**Applicable Ordinances and Contract Measures**

- The two percent User Access Program provision does not apply.
- The Small Business Enterprise Selection Factor and Local Preference were applied.
- The Living Wage does not apply as the services are not covered by the Ordinance.

Attachment



Jimmy Morales  
 Chief Operations Officer

**TENNIS CENTER OPERATIONS  
Contract No. RFP-01032**

THIS AGREEMENT made and entered into as of this \_\_\_\_\_ day of \_\_\_\_\_, 2020 by and between **Cañas Tennis Academy, LLC**, a corporation organized and existing under the laws of the State of Florida, having its principal office at 19735 Turnberry Way, Aventura, Florida 33180 (hereinafter referred to as the "Contractor"), and **Miami-Dade County**, a political subdivision of the State of Florida, having its principal office at 111 N.W. 1st Street, Miami, Florida 33128 (hereinafter referred to as the "County").

**WITNESSETH:**

WHEREAS, the Contractor has offered to provide **Tennis Center Operations at Tamiami, Tropical and Ives Estates**, on a non-exclusive basis, that shall conform to Article 6, Scope of Services; Miami-Dade County's Request for Proposals (RFP) No. 01032 and all associated addenda and attachments, incorporated herein by reference; and the requirements of this Agreement; and,

WHEREAS, the Contractor has submitted a written proposal dated January 19, 2019, hereinafter referred to as the "Contractor's Proposal" which is incorporated herein by reference; and,

WHEREAS, the County desires to procure from the Contractor such to operate the Tennis Center, including operating and maintaining tennis court and pro shop, providing tennis Individual and Group Lessons, Leagues, Tournaments, Summer Tennis Program/camps, and other related services for the County, in accordance with the terms and conditions of this Agreement;

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

**ARTICLE 1. DEFINITIONS**

The following words and expressions used in this Agreement shall be construed as follows, except when it is clear from the context that another meaning is intended:

1. The word "**Camp**" to mean clinics organized for providing sports training and skills enhancement.
2. The word "**Clinic**" to mean teaching of tennis to a group of six (6) or more individuals per Instructor.
3. The word "**Coaching**" to mean training of tennis teams sanctioned by and approved by PROS.
4. The words "**Contract**" or "**Agreement**" to mean collectively these terms and conditions, the Scope of Services denoted in Article 6, all other appendices and attachments hereto, all amendments issued hereto, RFP No. 01032 and all associated addenda, and the Contractor's Proposal.
5. The words "**Contract Date**" to mean the date on which this Agreement is effective.

6. The words "**Contract Manager**" to mean Miami-Dade County's Director, Internal Services Department, or the duly authorized representative designated to manage the Contract.
7. The word "**Contractor**" to mean Cañas Tennis Academy, LLC and its permitted successors.
8. The word "**Days**" to mean calendar days.
9. The word "**Deliverables**" to mean all documentation and any items of any nature submitted by the Contractor to the County's Project Manager for review and approval pursuant to the terms of this Agreement.
10. The words "**directed**", "**required**", "**permitted**", "**ordered**", "**designated**", "**selected**", "**prescribed**" or words of like import to mean respectively, the direction, requirement, permission, order, designation, selection or prescription of the County's Project Manager; and similarly the words "**approved**", "**acceptable**", "**satisfactory**", "**equal**", "**necessary**", or words of like import to mean respectively, approved by, or acceptable or satisfactory to, equal or necessary in the opinion of the County's Project Manager.
11. The words "**Extra Work**" or "**Additional Work**" to mean additions or deletions or modifications to the amount, type or value of the Work and Services as required in this Contract, as directed and/or approved by the County.
12. The words "**Facility**" and "**Facilities**" to mean the tennis courts, pro shop, and storage areas, as further described in the Scope of Services.
13. The words "**Goods**" to mean food and beverage items such as, but not limited to, drinks and snacks and retail merchandise related to the Tennis Center operation such as, but not limited to, tennis related clothing, racquets, and racquet equipment.
14. The words "**Group Lessons**" to mean teaching of tennis to a group of individuals not to exceed five (5) individuals.
15. The words "**hereof**", "**herein**", "**hereinafter**", "**hereby**", "**herewith**", "**hereto**", and "**hereunder**" shall be deemed to refer to this Agreement.
16. The words "**Individual Lessons**" to mean teaching of tennis to an individual.
17. The word "**Instructor**" to mean the Contractor or Contractor's key personnel or subcontractors who are certified by USPTA, USTA, and/or USPTR to teach tennis.
18. The words "**Junior Tennis Team**" to mean a team that is designed for children ages 7-18 which will play in a League with other Tennis Centers.
19. The word "**League**" to mean organized, structured, tennis play by groups of people over a period of time.
20. The word "**Pro**" to mean a certified professional-level member of USPTA, USTA, and/or USPTR that provides tennis instruction services at the Tennis Center.

- 21. The words "**Professional Background Screener**" to be defined as any person, company, organization or agency which, for monetary fees, dues, or on a not-for-profit basis, regularly engages in whole or in part in the practice of researching and assembling criminal history information on specific persons for the purpose of furnishing criminal history reports to third parties.
- 22. The words "**Project Manager**" to mean the County Mayor or the duly authorized representative designated to manage the Project.
- 23. The words "**Scope of Services**" and "**Services**" to mean the Work denoted in Article 6 that details the Work to be performed by the Contractor.
- 24. The word "**subcontractor**" or "**subconsultant**" to mean any person, entity, firm or corporation, other than the employees of the Contractor, who furnishes labor and/or materials, in connection with the Work, whether directly or indirectly, on behalf and/or under the direction of the Contractor and whether or not in privity of Contract with the Contractor.
- 25. The words "**Summer Tennis Program**" to mean a Program established for children three (3) to sixteen (16) years of age where they are engaged in tennis training during the summer.
- 26. The words "**Tennis Center**" to mean the "**Facilities**" where Services are to be performed including all Site components.
- 27. The word "**Tournaments**" to mean a scheduled series of games, competitive in nature, between teams from respective Tennis Centers; either traveling or hosting.
- 28. The acronym "**USPTA**" to mean United States Professional Tennis Association.
- 29. The acronym "**USPTR**" to mean United States Professional Tennis Registry.
- 30. The acronym "**USTA**" to mean United States Tennis Association.
- 31. The word "**Utilities**" to mean services used or consumed such as, but not limited to, electricity, gas, water, and sewerage.
- 32. The words "**Work**", "**Services**" "**Program**", or "**Project**" to mean all matters and things required to be done by the Contractor in accordance with the provisions of this Contract.

**ARTICLE 2. ORDER OF PRECEDENCE**

If there is a conflict between or among the provisions of this Agreement, the order of precedence is as follows: **1)** these terms and conditions, **2)** Article 6, Scope of Services, **3)** Miami-Dade County's RFP No. 01032 and any associated addenda and attachments thereof, and **4)** the Contractor's Proposal.

**ARTICLE 3. RULES OF INTERPRETATION**

- a) References to a specified Article, section or schedule shall be construed as reference to that specified Article, or section of, or schedule to this Agreement unless otherwise indicated.

- b) Reference to any agreement or other instrument shall be deemed to include such agreement or other instrument as such agreement or other instrument may, from time to time, be modified, amended, supplemented, or restated in accordance with its terms.
- c) The terms "hereof", "herein", "hereinafter", "hereby", "herewith", "hereto", and "hereunder" shall be deemed to refer to this Agreement.
- d) The titles, headings, captions and arrangements used in these Terms and Conditions are for convenience only and shall not be deemed to limit, amplify or modify the terms of this Contract, nor affect the meaning thereof.

#### **ARTICLE 4. NATURE OF THE AGREEMENT**

- a) This Agreement incorporates and includes all prior negotiations, correspondence, conversations, agreements, and understandings applicable to the matters contained in this Agreement. The parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this Agreement, and that this Agreement contains the entire agreement between the parties as to all matters contained herein. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written. It is further agreed that any oral representations or modifications concerning this Agreement shall be of no force or effect, and that this Agreement may be modified, altered or amended only by a written amendment duly executed by both parties hereto or their authorized representatives.
- b) The Contractor shall provide the services set forth in the Scope of Services, and render full and prompt cooperation with the County in all aspects of the Services performed hereunder.
- c) The Contractor acknowledges that this Agreement requires the performance of all things necessary for or incidental to the effective and complete performance of all Work under this Contract. All things not expressly mentioned in this Agreement but necessary to carrying out its intent are required by this Agreement, and the Contractor shall perform the same as though they were specifically mentioned, described and delineated.
- d) The Contractor shall furnish all labor, materials, tools, supplies, and other items required to perform the Work that are necessary for the completion of this Contract. All Work and Services shall be accomplished at the direction of and to the satisfaction of the County's Project Manager.
- e) The Contractor acknowledges that the County shall be responsible for making all policy decisions regarding the Scope of Services. The Contractor agrees to provide input on policy issues in the form of recommendations. The Contractor agrees to implement any and all changes in providing Services hereunder as a result of a policy change implemented by the County. The Contractor agrees to act in an expeditious and fiscally sound manner in providing the County with input regarding the time and cost to implement said changes and in executing the activities required to implement said changes.

**ARTICLE 5. CONTRACT TERM**

The Contract term shall be for ten (10) years and will continue through the last day of the 120<sup>th</sup> month. The County reserves the right to exercise its option to extend this Contract for up to one hundred eighty (180) Days beyond the current Contract period and will notify the Contractor in writing of the extension. This Contract may be extended beyond the initial one hundred eighty (180) Day extension period by mutual agreement between the County and the Contractor, and upon approval by the Board of County Commissioners.

**ARTICLE 6. SCOPE OF SERVICES**

The Contractor will provide Services to include business plan; pricing structure; strategic plan; project plan; administration and registration forms; medical forms and waivers; operability of the office; administrative process of registration; work on all components of the website (including forms and content review); residency Program for participants with accommodation; manuals, forms and budget; academy Program; contracts, manuals, schedules, forms, personnel and budget; marketing Program; brochures, e-mail, and media; development of all project phases; and detailed maintenance plan for the Tennis Centers including the equipment to be utilized.

- a) **Plan Implementation:** The plan implemented by the Contractor will contemplate all of the following Programs to start, develop, and maintain the relationships with existing clients, and members of the community while promoting new relationships to attract new participants and guests: amateur / short-term adult Program, with and without accommodation; private and group classes; corporate Clinics; adult Tournaments; junior academy Program, with and without accommodation; afterschool Programs; summer and winter camps; development and implementation of USTA Tournaments and UTR Tournaments; free social community Programs for youth development; school Programs and leagues; Pro-am Tournaments; and exhibitions.
- b) **Management and Implementation of the Turnkey Facility Project Plan:** A detailed plan will accompany each phase of the project. Each plan will include the following areas: admission / registration; marketing; performance; junior and adult Programs; legal; coaches and personnel manuals; development of Programs; Programming; and accounting office / business technology.
- c) **Model for the Development of Amateur and Junior Players:** Develop and implement a Program of activities that includes specific training in sports, nutrition, regeneration, leadership and physical and mental capacity.
- d) **Training Model for Coaches:** Train coaches; trainers and work staff in all operational, Programming, training, and recruitment areas for players of all ages.
- e) **Maintenance of Facilities:** Maintenance of Facilities will be overseen by Contractor's Director of Maintenance. All facilities will have a daily schedule for maintenance. Hard courts have a separate schedule for cleaning. Each court will be periodically updated in case Work is necessary to improve the surface.

Daily maintenance includes, but is not limited to, the following: air blow hard courts for dirt or leaves; clean hallways and the pro shop patio; clean inside and outside of pro shop windows; change the water and clean water cooler; fill coolers with water and ice; remove trash from the bins on the courts; cut branches or plants that are inside the courts or



around the fences; dispose of litter from the courts and pro shop, and empty cans of balls in the garbage deposit; dispose of pro shop trash on a daily basis; pick-up tools and cleaning equipment from the view of guests; and keep the back space of the pro shop organized and clean.

f) **Tennis Center Equipment:** The Contactor will provide the following equipment for each of the Tennis Centers and Facilities: teaching carts; tennis balls; ball tubes; chairs and benches; coolers; court numbers; ball hoppers; roll dries; roll cart; and column safety pads.

g) **Approach to Promoting/Marketing the Tennis Centers and Promotion of Tournaments:** The Contractor will increase the number of participants and overall involvement by Miami Dade County residents through a variety of methods including, but not limited to, (i) involvement via membership in the networking opportunities with the Chamber of Commerce bringing a breakfast meeting and/or business card exchange to the courts featuring an exhibition with Contractor's staff of tennis professionals, (ii) having a monthly presence in the various events hosted by the Chamber of Commerce and developing relationships with existing as well as new businesses and residents; (iii) integration of Contractor with each Park community, including business community such as hotels, malls, and entertainment venues to inform the community of the Programs being offered at each of the Tennis Center; (iv) prioritizing area schools by offering many different Programs throughout the school year to both students and teachers including teacher afterschool Clinics and in school junior Programs; (v) continuing involvement with the Women in Communications, USTA Professional Circuit, USTA Florida, USPTA, USPTR, USRSA, Social Miami, and other local Chamber of Commerce and visitors and conventions organizations; (vi) drive group and other Programs via the advertising vehicles to promote tennis Programs such as Comcast Newsmakers, WTVJ Channel 6, Tennis Channel, Tennis Magazine, Tennis Week, Florida Tennis Magazine, Tennis Life, Jax Tennis, Florida Sports Foundation, and Univision; (vii) place emphasis on website and social media content and ensure continual updating of www.canastennis.com with Programs and events; and (viii) promote all Programs through Google Ads to specific local and international markets.

h) **Establishment and Promotion of Summer Tennis Program/Camp:** The Contractor offers Programs for intermediate and advance levels as well as recreational camp Programs for all levels and ages. A Summer Tennis Program/camp will be provided as outlined in Appendix A, 2020 Summer Camp Program. See below:

- 2020 Weekly Regular Summer Camp
- 2020 Quick Start Summer Camp
- 2020 Weekly Competitive Summer Camp

All the other camp Programs provided by the Contractor, such as the following, are outlined in Appendix B, 2020-2021 Winter Camp Program. See below:

- 2020 Weekly Regular Winter Camp
- 2020 Quick Start Winter Camp
- 2020 Weekly Competitive Winter Camp

- i) **Establishment and Promotion of Junior Tennis:** The Contractor will establish, manage, and promote a Junior Tennis Team at the Tennis Centers and will monitor the following Program objectives:
- Provide opportunities for kids regardless of physical or performance ability;
  - Focus on development of playing skills and not on the outcome of games;
  - Provide a fun and relaxed environment that results in success and continued play;
  - Ensure all kids play equally;
  - Provide opportunities and grow involvement of girls in sports;
  - Provide co-ed teams where possible;
  - Provide a fair and unbiased team selection process;
  - Provide age appropriate play philosophy and focus on skill development; and
  - Balance the length and number of seasons and practices to allow participants to rest and recover properly.
- j) **Other Programs:** The Contractor will also launch and offer the following Programs:
1. **Net Generation Program**  
Contractor will focus in all facilities on the implementation of Net Generation's Program. The Program will reach a new generation and a new era of tennis through the expertise of the USTA and resources, as they work with leading experts worldwide to develop new play formats, curricula, and digital tools.
  2. **Free Community and School Tennis Programs**  
The Contractor will:
    - Invest in empowering our local youth by offering free tennis classes throughout the school year. Sessions will last up to 24 weeks and serve between 50 – 90 children each school month. Classes will be provided on/off-site at local public and charter schools.
    - Ensure our community Programs are high quality and age appropriate. Community Program participants will learn from word-class coaches, and will work through clearly defined stages of development that follow a progression of court sizes, ball types (red, orange, green, yellow) and net heights. Programs will make it possible for kids to actually play tennis from the moment they step on a tennis court, to learn experientially, and to have fun.
  3. **Free Adaptive Community Tennis Programs**  
Contractor will focus on performing sports adapted to people with physical and mental disabilities in order to give them the opportunity to know different sports activities. The following areas are available:
    - Adaptive tennis for people in wheelchairs;
    - Adaptive tennis for blind people (with special balls with a bell); and
    - Adaptive tennis for people with Down syndrome

These Programs have the objective of being able to promote sports through tennis with people between nine and 50 years of age who due to physical or mental disability cannot do it in a traditional way. Adaptive tennis will begin with the initiation and familiarization of the real sport, basic rules, and the psychomotor

capacities that are needed for future specialization. The objective is to incorporate participants through learning the development of basic motor skills such as: basic movements, throw, receive, hit, coordination, manipulation, and locomotion.

- k) **Safety Rules and Signage:** Signs will be displayed at the entrance of each Tennis Center, pro shop, and tennis court. The signs will convey the following information, as applicable:
- Use Tennis Court at Your Own Risk
  - No Bicycles, Roller Blades, or Skate Boards
  - Proper Footwear Required
  - Proper Attire Required
  - Court Hours: 8:00 a.m. to 9:00 p.m.
  - Register at the Pro Shop Before Playing
  - Do Not Abuse Net or Other Equipment
  - Children Under the Age of 12 Must be Accompanied by an Adult
  - No Food, Glass, or Alcoholic Beverages Other than Water on Courts
  - No Profanity
  - No Pets
  - Only Tennis Play on Courts
- l) **Patron Requests for Tennis Court Rentals:** Contractor will implement online reservation system, Park Link. Community residents and guests will be allowed to login through the system in the format of a phone application or directly into the website designated to each Tennis Center to book courts, reserve a private lesson, reserve a group Clinic with a pro, or reserve for any other Service provided in the programs. This system will allow the proper control of court time and will avoid issues when P or guests want to play for more than an hour or more than the time permitted.
- m) **Project Schedule, Specific Key Tasks, and Duration for Start-Up:** Contractor will implement all task and duration of start-up Programs within 90 Days of commencement date.

**Initial Phase of Work (Commencement Date – Day 30)**

- Maintenance/update Work at each Tennis Center;
- Recruitment and training of staff Pros and operational staff;
- Update of website and marketing materials for each Tennis Center;
- Promotion of each Tennis Center at a local level;
- Implementation of the Free Adaptive Community Tennis Program; and
- Implementation of the Free Community and School Programs;

**Second Phase (Day 31- Day 60)**

- Initiation of work with players in all the Programs offered;
- Beginning of practice and initial evaluation to all players and participants;
- Creation of a work plan for players (together with parents) in the mid and long term to include tennis, physical, and mental areas;
- Development of afterschool Programs; weekly summer camps; summer camp Programs; winter, private, and group classes; Pro-am events; corporate Clinics; and all other Programs associated with the Tennis Centers; and
- Continuation of the promotion and dissemination, at a local and national level, of all tennis Programs.

**Third Phase – Evaluation (Day 6 – Day 90)**

- o Evaluation of the operational performance of each Facility, inclusive of any necessary changes; and
- o Second time evaluation of the development of all players and their work plans.

**n) Goods and Services Offered at the Pro Shop:** Contractor has the sponsorship of Lacoste and Technifibre and its Pro Shops are affiliated with Tennis Plaza. Through these sponsorships and affiliation, the Contractor will offer to all Miami-Dade County clients, members, and guests a wide range of new sports products and services including the following:

- o Each Tennis Center pro shop, will offer all the resources to meet the needs of the player, from the most prominent (necessitating services such as restringing rackets, customizing racket weight, and re-gripping) to most elementary (necessitating services such as the facilitating change of grips, sales of accessories, and tennis equipment);
- o Provide proper advise about the technical, theoretical, and technological aspects of each product; and
- o Provide friendly and knowledgeable staff to assist with all the services provided at each Tennis Center and Facility.

Refer to Appendix C, Revenue Schedule and Price List for a sample offering of accessories and clothing items.

**o) Hours of Operation and Staffing Levels:** Hours of Operation and staffing levels shall be as denoted below for each pro shop at each Tennis Center.

**1. Hours of Operation**

Monday through Sunday from 8:30 a.m. to 7:30 p.m.

**2. Staffing Level**

Head Pro:

8:30 a.m. - 7:30 p.m.

Maintenance Personnel:

6:30 a.m. - 9:30 a.m.;

12:30 p.m. - 2:30 p.m.; and

5:00 p.m. - 7:30 p.m.

Staff Pro:

Upon schedule of Programs and lessons

**p) Software Management System:** The management system software to be utilized by the Contractor to record all services and revenues is First Data/Clover Software. Functionalities include: Point of Sale; inventory; reservation and event management; reports; and merchant services. The County's accessibility to the software is as follows:

The Contractor will provide a report of sales from First/Data Clover at the end of the month for each Facility.

- q) **Report of Gross Receipts:** All services and revenues received will be recorded daily at each of the Tennis Centers and a summary of all Programs will be available at the end of the month. Refer to Appendix C, Revenue Schedule and Price List.

A sample report of gross receipts will be sent with monthly payments to the County's Finance Department. This report shall include the following:

This report will be sent on the date monthly payment is due to the PROS Finance Department at 275 NW 2 Street, 3<sup>rd</sup> Floor, Miami, FL 33128 or via e-mail at [proscontracts@miamidade.gov](mailto:proscontracts@miamidade.gov). E-mail submission is preferred.

The Contractor will run an internal control through its own personal system (Excel spreadsheets with descriptions), a second report through a merchant service, and a third report through First Data/Clover Software. The format and details of the County's report, will be determined by the Contractor with prior approval by PROS.

This provision only applies during the sliding scale when impacted by COVID-19 or any other infectious diseases as stated in Appendix C, Revenue Schedule and Price List.

- r) **Action Plans for Emergencies:** Contractor will use the same action plan, with corrective action readily available in accordance with all legal requirements, as Miami Dade College ([https://www.mdc.edu/main/images/MDC%20Emergency%20Action%20Guide\\_tcm6-78956.pdf](https://www.mdc.edu/main/images/MDC%20Emergency%20Action%20Guide_tcm6-78956.pdf)) and the Miami-Dade County Comprehensive Emergency Management Plan denoted in Appendix D, Emergency Plan.

- s) **Contractor Background Check for Employees and Volunteers:** Contractor will screen and complete a nationwide background check for its employees and volunteers using Praesidium, Inc. Employees will further complete a release authorizing the Contractor to retrieve information on their past including the employee's motor vehicle record and any criminal activity. Each employee of the Contractor will also sign an employee agreement that will include acknowledgement of receiving and reviewing the employee handbook. The handbook includes all policies, such as sexual harassment and employee conduct and is attached as Appendix E, Employee Handbook.

**ARTICLE 7. NOTICE REQUIREMENTS**

All notices required or permitted under this Agreement shall be in writing and shall be deemed sufficiently served if delivered by Registered or Certified Mail, with return receipt requested; or delivered personally; or delivered via e-mail (if provided below) and followed with delivery of hard copy; and in any case addressed as follows:

**1. To the County**

- a) Project Manager:  
Miami-Dade County Parks, Recreation, and Open Spaces Department  
275 N.W. 2 Street, 5th Floor  
Miami, FL 33128  
Attention: Sarah Vickery  
Phone: 305-755-7974  
Email: [Sarah.Vickery@miaidade.gov](mailto:Sarah.Vickery@miaidade.gov)

and,

**b) Tennis Center Manager:**  
 Miami-Dade County Parks, Recreation, and Open Spaces Department  
 3701 S.W. 70 Avenue  
 Miami, FL 33155  
 Attention: Deallo Johnson, Regional Park Manger  
 Phone: (305) 755-5470  
 E-mail: [djohnso@miamidade.gov](mailto:djohnso@miamidade.gov)

and,

**c) Contract Manager:**  
 Miami-Dade County Internal Services Department, Strategic Procurement Division  
 111 N.W. 1 Street, Suite 1375  
 Miami, FL 33128-1974  
 Attention: Namita Uppal, Chief Procurement Officer  
 Phone: 305-375-1574  
 Email: [namita.uppal@miamidade.gov](mailto:namita.uppal@miamidade.gov)

**2. To the Contractor**

Attention: Gustavo Oribe  
 Phone: (347) 833-3524  
 E-mail: [goribe@canastennis.com](mailto:goribe@canastennis.com)

Either party may at any time designate a different address and/or contact person by giving notice as provided above to the other party. Such notices shall be deemed given upon receipt by the addressee.

**ARTICLE 8. AMOUNT OBLIGATED**

The Contractor warrants that it has reviewed the County's requirements and has asked such questions and conducted such other inquiries as the Contractor deemed necessary in order to determine the revenue the Contractor will provide to the County for the Work to be performed under this Contract. The revenue for all Work performed under this Contract, including all costs associated with such Work, shall be pursuant to Appendix C, Revenue Schedule and Price List.

**ARTICLE 9. REVENUE**

Revenue shall remain firm and fixed for the term of the Contract; however, the Contractor may offer additional revenue to the County at any time during the Contract term. The County reserves the right to negotiate increased revenues based on the following (but not limited to): sales, economic factors, and/or the best interest of the County. Refer to Appendix C, Revenue Schedule and Price List.

**RTICLE 10. SECURITY DEPOSIT**

Within thirty 30 Days from the execution of this Agreement, Contractor shall furnish to the County a Security Deposit in cash equal to three (3) months Minimum Monthly Guarantee for all Locations of **Thirty Seven Thousand, Seven Hundred and One Dollars (\$37,701)**, redeemable at the end of the Agreement term except for such conditions pertinent thereto.

The Contractor may, in lieu of a Security Deposit with the County, provide a Performance Bond or Irrevocable Letter of Credit in the same amount. This Bond or Letter of Credit will be conditioned on the full and faithful performance of all covenants of this Agreement.

In the event that the Contractor abandons performance or fails to perform as required, the County will execute on the Bond, draw upon the Irrevocable Letter of Credit, or retain the cash deposit, whichever is the case, and Contractor will be responsible for the balance of the debt, if any, that is owed. Additionally, if the County must draw upon any portion of the form of security provided, the Contractor shall restore the security to its original amount within seven (7) Days of receiving notice by the County that the security was drawn upon.

**ARTICLE 11. METHOD, TIMES, AND APPLICATION OF PAYMENTS AND ASSOCIATED REQUIRED DOCUMENTATION AND PENALTIES**

- a) **Payment:** The Contractor agrees that under the provisions of this Agreement, as payment for the privilege of operating the Tennis Centers, Contractor will issue payment in accordance with the attached Appendix C, Revenue Schedule and Price List, promptly when due, without abatement.

Contractor's fees paid to the County and associated back-up documentation shall be submitted by the Contractor to the County as follows:

Miami-Dade County Parks, Recreation, and Open Spaces Department  
Financial Management Division  
Attention: Accounts Receivable  
275 NW 2 Street, 3rd Floor  
Miami, FL 33128

The County may at any time designate a different address and/or contact person by giving written notice to the other party.

- b) **Sales Tax:** The Contractor shall be liable for the prevailing State of Florida Sales and Use Tax imposed on Rent (currently at the rate of 7%) on the amounts payable to the County, including the guaranteed monthly rent and percentage fee payments. The sales and use tax shall be payable to the County when applicable rent is due. The County will remit the same, less authorized handling deductions to the State.
- c) **Additional Taxes:** If at any time during the term of this Agreement or any renewal thereof, under the Laws of the State of Florida, or any political subdivision thereof, a tax, charge, capital levy or excise on rents (fixed minimum or additional) or percentage fees or other tax (except income tax), however described, against the County on account of the rent or percentage fees payable herein such tax, charge, capital levy, or excise on rents or other taxes shall be deemed to constitute real estate taxes on the premises for the purpose of this paragraph.
- d) **Taxes on Contractor's Personal Property:** Contractor shall be responsible for, and shall pay before delinquency, all municipal, county or state taxes assessed against any occupancy interest or personal property of any kind, owned by or placed in, upon or about the Tennis Center and Facilities by Contractor.

- e) **Late Payment Charge:** In the event that the Contractor fails to make any payments on time, by the due date as required to be paid under this Agreement, a late charge of **One Hundred Dollars (\$100.00)** per month shall be assessed. The right of the County to require payment of such late payment charge and the obligation of the Contractor to pay same shall be in addition to and not in lieu of the County's right to enforce other provisions herein, including termination of this Agreement or to pursue other remedies provided by law.
- f) **Worthless Check or Draft:** In the event the contractor delivers a dishonored check or draft to the County in payment of any obligation arising under this agreement, the Contractor shall incur and pay a service charge of **One Hundred Dollars (\$100.00) or five percent (5%)** of the face amount of the check, whichever is greater. For each dishonored check, such payment shall be made within not more than five (5) Days from written notice of such default. Further, in such event, County may require that future payments under this agreement be made by cashier's check or other means acceptable to County. A second such occurrence of a dishonored check during this agreement will be a breach of contract and at the County's option, will constitute a default allowing termination.
- g) **Contractor's Certification of Receipts:** Contractor shall submit to County on or before the 10th Day following the end of each month during the term of this agreement, a written statement signed by the Contractor and certified by it to be true and correct, showing the amount of Gross Receipts during the previous month. Contractor shall submit to County on or before the 60th Day following the end of each of County's Contract year an annual written statement signed by the owner, CEO of financial office of the Contractor and certified by it to be true and correct, setting forth the amount of Gross Receipts during the previous contract year which statement shall also be duly certified by an independent Certified Public Accountant. The statement referred to herein shall be in such form and style and contain such details and breakdowns as County may reasonably determine or require. This provision only applies during the sliding scale when impacted by COVID-19 or any other infectious diseases as stated in Appendix C, Revenue Schedule and Price List.
- h) **Examination of Contractor's Books and Records:** Such books and records are necessary to determine the amount of any Percentage of Monthly Gross Receipts payable to County shall be subject to examination by County or its authorized representative at reasonable times during Contractor's business hours, at County's expense and in such manner as to not unreasonably interfere with the conduct of Contractor's business. All information contained by County or its authorized representatives from Contractor's books and records shall be kept confidential by County and all such representatives except in connection with any mortgage or assignment of this Contract for financing purposes or if subject to the requirements of the Florida Public Records Act.
1. **Contractor's Receipts Records:** For the purpose of computing and verifying the Percentage of Monthly Gross Receipts due hereunder, Contractor shall prepare and keep, for a period of not less than three (3) years following the end of each contract year, adequate books and records including, but not limited to, those relating to inventories, purchases, receipts of merchandise, and all sales and other pertinent transactions by Contractor. Contractor shall record at the time of sale



each receipt from sales or other transactions, whether for cash or on credit, in one or more sealed cash register or registers having a cumulative total. Contractor shall keep, for at least three (3) years following the end of each contract year, all pertinent original sales records, which records shall include (i) cash register tapes; (ii) serially-numbered sales slips; (iii) mail order; (iv) telephone orders; (v) settlement report sheets of transactions with subtenants, contractors and licensees; (vi) records showing merchandise returned by customers was purchased by such customers; (vii) receipts or other records of merchandise taken out on approval; (viii) income and sales tax returns and (ix) such other records which would normally be examined and required to be kept by an independent accountant pursuant to generally accepted auditing standards in performing an audit of Contractor's Gross Receipts. The acceptance by County of payments of Percentage of Monthly Gross Receipts or reports thereon shall be without prejudice and shall in no case constitute a waiver of County's right to examination of Contractor's books and records of its Gross Receipts and inventories of merchandise.

- i) **Audit of Contractor's Business Affairs and Records:** County shall have the right to cause, upon five (5) Days written notice to Contractor, a complete audit to be made by a designated external auditing firm or other certified public accounting firm selected by PROS, or the Internal Auditing Department of the County. Contractor shall make all such records available for said examination at the Contract Premises or at some other mutually agreeable location. If the result of such audit show the Contractor's statement of Gross Receipts for any period had been understated, Contractor shall pay County the amount due. If such understatement is three percent (3%) or more, Contractor shall pay County the cost of such audit in addition to any deficiency payment required, plus ten percent (10%) of any such deficiency all of which shall be collectible hereunder. A report of the findings of said account shall be binding and conclusive upon County and Contractor. The furnishing by Contractor of any grossly inaccurate statement shall constitute a breach of this Contract. Any information, excluding written documents, obtained by County as a result of such audit shall be held in strict confidence by County except in any proceeding or action to collect the cost of such audit or deficiency, or except in connection with any mortgage of assignment of this Contract for financing purposes. If Contractor fails to record, maintain or make available sales supporting documentation as specified above, the Contractor shall be deemed to be in default.

**ARTICLE 12. LIABILITY FOR DAMAGE OR INJURY**

The County shall not be liable for damage or injury which may be sustained by any party or persons at the Tennis Centers.

**ARTICLE 13. NO LIABILITY FOR PERSONAL PROPERTY**

All personal property placed or moved in the Tennis Centers above described shall be at the risk of the Contractor.

**ARTICLE 14. OWNERSHIP OF CONTRACTOR**

The County reserves the right to terminate this Agreement at any time if more than 10% of the ownership of the Contractor has not been specifically approved by the County. The County shall reject any proposed new owner for any reason it believes is in the best interest of the public. Contractor agrees to provide on 24-hour notice to the County an accurate list of all owners of the Contractor, showing the percentage ownership of each owner, and, and change of corporate

name or corporate ownership. Contractors, for which stock is listed on a major stock exchange, may be wholly or partially exempted from the list requirement of this paragraph at the discretion of the County.

#### **ARTICLE 15. COUNTY'S PROPERTY INSURANCE**

Any insurance the County may maintain shall not cover Contractor's improvements and betterments, contents, or other property of Contractor. Contractor shall not violate, or permit the violation of, any condition imposed by any of the County's insurance policies, and shall not do, or permit anything to be done, or keep or permit anything to be kept in the Tennis Centers which would increase the fire or other property or casualty insurance rate on the building or buildings in which the Tennis Centers are located or the property therein over the rate which would otherwise then be in effect (unless Contractor pays the resulting increased amount of premium as provided under the further terms hereof), or which would result in insurance companies of good standing refusing to insure the same or any of such property in amounts and at normal rates satisfactory to the County. If, by any reason of any act or omission on the part of Contractor, the rate of property insurance on the Tennis Centers, equipment, or other property of the County shall be higher than it would otherwise be, Contractor shall reimburse the County, on demand, for that part of the premiums for property insurance paid by the County because of such act or omission on the part of the Contractor.

#### **ARTICLE 16. MONITORING SERVICES**

The County shall have the right, without limitation, to monitor and test the quality of services of the Contractor including, but not limited to, personnel and the effectiveness of its cash-handling procedures, through the use of a shopping service, closed circuit TV, and other reasonable means.

#### **ARTICLE 17. UTILITY SERVICES**

Contractor shall not place any unacceptable load or burden on the capacity of the applicable building systems and Utility lines of the Tennis Centers or Parks as determined either by the public Utility providing such service or by County in the exercise of reasonable judgement. Contractor shall make all repairs caused by Contractor's negligence.

#### **ARTICLE 18. SIGNS**

The nature, size, shape, and installation of Contractor's business signs within the Tennis Centers or in, on, or adjacent to the Tennis Centers must first be approved in writing by the County. Signage requests may be submitted to the following:

**Attention:** Deallo Johnson, Regional Park Manger  
**Address:** Miami-Dade County Parks, Recreation, and Open Spaces Department  
3701 S.W. 70 Avenue  
Miami, FL 33155  
Phone: (305) 755-5470  
E-Mail: [djohnso@miamidade.gov](mailto:djohnso@miamidade.gov)

Said signage must also be approved by all governmental authorities having jurisdiction and must conform to the requirements set forth in Article 6 of the Miami-Dade Home Rule Charter. All signs shall be removed by the Contractor at the termination of the Agreement and any damage or unsightly condition caused to premises because of or due to said signs shall be satisfactorily corrected or repaired by the Contractor.

**ARTICLE 19. ON-SITE MANAGER / DESIGNEE**

Throughout the term of this Agreement, the Contractor shall employ qualified full-time on-site Tennis Center Managers or Designees having experience in the management of this type of operation, who shall be available during normal business hours and on-call at all times, and be delegated sufficient authority to ensure the competent performance and fulfillment of the responsibility of the Contractor under this Agreement and to accept service of all notices provided for herein. The On-Site Managers/Designees are as follows:

**Tropical Park:** Nicolas Maidana  
Phone: (786) 458-1604  
Email: [nmaidana@canastennis.com](mailto:nmaidana@canastennis.com)

**Tamiami Park:** Andres Rodriguez  
Phone: (305) 924-8233  
E-Mail: [arodriguez@canastennis.com](mailto:arodriguez@canastennis.com)

**Ives Estates:** Flavio Matteoli  
Phone: (305) 775-6137  
Email Address: [fmatteoli@canastennis.com](mailto:fmatteoli@canastennis.com)

**ARTICLE 20. HOURS OF OPERATION**

Operation hours for the Tennis Centers may vary and should be determined by Contractor, subject to approval by the County. The Contractor shall provide sufficient staff to provide outstanding service. The County may require a change in hours of operation, if, in the reasonable discretion of the County, such change is desirable in providing the best service to the public and is commercially viable. The starting minimum Hours of Operation following the lifting of COVID-19 restrictions shall be as follows:

**Tropical Park:** (sunrise to midnight)  
**Hours of Operation**  
Monday through Sunday from 9:00 a.m. to 10:00 p.m.

**Ives Estates:** (sunrise to midnight)  
**Hours of Operation**  
Monday through Sunday from 9:00 a.m. to 10:00 p.m.

**Tamiami Park:** (sunrise to midnight)  
**Hours of Operation (minimum)**  
Monday through Sunday from 9:00 a.m. to 10:00 p.m.

**ARTICLE 21. PRICING**

Contractor shall maintain the pricing schedule for Goods and Services submitted with Contractor's proposal, and as approved by the County, which approval shall not be unreasonably delayed or withheld. If the Contractor wishes to change its standard prices for Goods and/or Services, Contractor will provide the County a schedule of such proposed changes not later than thirty (30) Days prior to the intended implementation date, for approval or disapproval, at any time during the Agreement term when price changes are contemplated. Pricing for special events or Services shall be expeditiously approved by the County. Price changes will be submitted to the County for review as follows. E-mail submissions are preferred. See below:

Attention: Sarah Vickery, Contracts Manager  
Address: 275 N.W. 2 Street, Suite 512  
Miami, FL 33128  
E-Mail: [sarah.vickery@miamidade.gov](mailto:sarah.vickery@miamidade.gov)

**ARTICLE 22. INDEMNIFICATION AND INSURANCE**

The Contractor shall indemnify and hold harmless the County and its officers, employees, agents and instrumentalities from any and all liability, losses or damages, including attorneys' fees and costs of defense, which the County or its officers, employees, agents or instrumentalities may incur as a result of claims, demands, suits, causes of actions or proceedings of any kind or nature arising out of, relating to or resulting from the performance of this Agreement by the Contractor or its employees, agents, servants, partners principals or subcontractors. The Contractor shall pay all claims and losses in connection therewith and shall investigate and defend all claims, suits or actions of any kind or nature in the name of the County, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's fees which may issue thereon. The Contractor expressly understands and agrees that any insurance protection required by this Agreement or otherwise provided by the Contractor shall in no way limit the responsibility to indemnify, keep and save harmless and defend the County or its officers, employees, agents and instrumentalities as herein provided.

The Contractor shall furnish to the Internal Services Department / Strategic Procurement Division, 111 NW 1st Street, Suite 1300, Miami, Florida 33128, Certificate(s) of Insurance which indicate that insurance coverage has been obtained which meets the requirements as outlined below:

- A. Worker's Compensation Insurance for all employees of the Contractor as required by Florida Statute 440.
- B. Commercial General Liability Insurance- this policy shall be endorsed to include Products & Completed Operations liability insurance on a comprehensive basis in an amount not less than \$500,000 combined single limit per occurrence for bodily injury and property damage. **Miami-Dade County must be shown as an additional insured with respect to this coverage.**
- C. Automobile Liability Insurance covering all owned, non-owned and hired vehicles used in connection with the Work, in an amount not less than \$500,000 combined single limit per occurrence for bodily injury and property damage.

All insurance policies required above shall be issued by companies authorized to do business under the laws of the State of Florida, with the following qualifications:

The company must be rated no less than "A-" as to management, and no less than "Class VII" as to financial strength by Best's Insurance Guide, published by A.M. Best Company, Oldwick, New Jersey, or its equivalent, subject to the approval of the County Risk Management Division.

or

The company must hold a valid Florida Certificate of Authority as shown in the latest "List of All Insurance Companies Authorized or Approved to Do Business in Florida" issued by the State of Florida Department of Financial Services.

**The mailing address of Miami-Dade County as the certificate holder must appear on the certificate of insurance as follows:**

**Miami-Dade County  
111 N.W. 1st Street, Suite 2340  
Miami, Florida 33128-1974**

Compliance with the foregoing requirements shall not relieve the Contractor of this liability and obligation under this section or under any other section in this Agreement.

Award of this Contract is contingent upon the receipt of the insurance documents, as required, within ten (10) business days. If the insurance certificate is received within the specified timeframe but not in the manner prescribed in this Agreement, the Contractor shall have an additional five (5) business days to submit a corrected certificate to the County. If the Contractor fails to submit the required insurance documents in the manner prescribed in this Agreement within fifteen (15) business days, the Contractor shall be in default of the contractual terms and conditions and award of the Contract may be rescinded, unless such timeframe for submission has been extended by the County.

The Contractor shall assure that the Certificates of Insurance required in conjunction with this Section remain in full force for the term of the Contract, including any renewal or extension periods that may be exercised by the County. If the Certificate(s) of Insurance is scheduled to expire during the term of the Contract, the Contractor shall submit new or renewed Certificate(s) of Insurance to the County a minimum of ten (10) Days before such expiration. In the event that expired Certificates of Insurance are not replaced or renewed to cover the Contract period, the County may suspend the Contract until the new or renewed certificates are received by the County in the manner prescribed herein. If such suspension exceeds thirty (30) Days, the County may, at its sole discretion, terminate the Contract for cause and the Contractor shall be responsible for all direct and indirect costs associated with such termination.

**ARTICLE 23. MANNER OF PERFORMANCE**

- a) The Contractor shall provide the Services described herein in a competent and professional manner satisfactory to the County in accordance with the terms and conditions of this Agreement. The County shall be entitled to a satisfactory performance of all Services described herein and to full and prompt cooperation by the Contractor in all aspects of the Services. At the request of the County, the Contractor shall promptly remove from the project any Contractor's employee, subcontractor, or any other person performing Services hereunder. The Contractor agrees that such removal of any of its employees does not require the termination or demotion of any employee by the Contractor.
- b) The Contractor agrees to defend, hold harmless and indemnify the County and shall be liable and responsible for any and all claims, suits, actions, damages and costs (including attorney's fees and court costs) made against the County, occurring on account of, arising from or in connection with the removal and replacement of any Contractor's personnel performing services hereunder at the behest of the County. Removal and replacement of any Contractor's personnel as used in this Article shall not require the termination and or demotion of such Contractor's personnel.
- c) The Contractor agrees that at all times it will employ, maintain and assign to the performance of the Services a sufficient number of competent and qualified professionals

and other personnel to meet the requirements to which reference is hereinafter made. The Contractor agrees to adjust its personnel staffing levels or to replace any its personnel if so directed upon reasonable request from the County, should the County make a determination, in its sole discretion that said personnel staffing is inappropriate or that any individual is not performing in a manner consistent with the requirements for such a position.

- d) The Contractor warrants and represents that its personnel have the proper skill, training, background, knowledge, experience, rights, authorizations, integrity, character and licenses as necessary to perform the Services described herein, in a competent and professional manner.
- e) The Contractor shall at all times cooperate with the County and coordinate its respective work efforts to most effectively and efficiently maintain the progress in performing the Services.
- f) The Contractor shall comply with all provisions of all federal, state and local laws, statutes, ordinances, and regulations that are applicable to the performance of this Agreement.

#### **ARTICLE 24. PERSONNEL**

The Contractor shall provide the County with the name and telephone number of a management person of the Contractor who will be on call, at all times, for emergencies or other matters related to the operations under this agreement. The Contractor shall ensure that all its personnel performing services under this agreement are competent, courteous, cooperative and present a neat, clean, and professional appearance at all times. Each employee shall have and wear proper identification. The Contractor shall ensure that all employees having public contact are able to understand and communicate in spoken English. Contractor's employees will not be considered agents of the County.

In the event Contractor wishes to substitute personnel for the key personnel identified by the Contractor's proposal, the Contractor must notify the County in writing and request written approval for the substitution at least ten (10) business days prior to effecting such substitution.

Miami-Dade County may require the Contractor to remove an employee it deems careless, incompetent, insubordinate or otherwise objectionable and whose continued employment on County property is not in the best interest of the County. Each employee shall have and wear proper identification.

#### **ARTICLE 25. INDEPENDENT CONTRACTOR RELATIONSHIP**

The Contractor is, and shall be, in the performance of all Work and activities under this Agreement, an independent contractor, and not an employee, agent or servant of the County. All persons engaged in any of the Work performed pursuant to this Agreement shall at all times, and in all places, be subject to the Contractor's sole direction, supervision and control. The Contractor shall exercise control over the means and manner in which it and its employees perform the Work, and in all respects the Contractor's relationship and the relationship of its employees to the County shall be that of an independent contractor and not as employees and agents of the County.

The Contractor does not have the power or authority to bind the County in any promise, agreement, or representation other than specifically provided for in this Agreement.

**ARTICLE 26. SUBCONTRACTUAL RELATIONS**

- a) If the Contractor will cause any part of this Agreement to be performed by a Subcontractor, the provisions of this Contract will apply to such Subcontractor and its officers, agents and employees in all respects as if it and they were employees of the Contractor; and the Contractor will not be in any manner thereby discharged from its obligations and liabilities hereunder, but will be liable hereunder for all acts and negligence of the Subcontractor, its officers, agents, and employees, as if they were employees of the Contractor. The services performed by the Subcontractor will be subject to the provisions hereof as if performed directly by the Contractor.
- b) The Contractor, before making any subcontract for any portion of the services, will state in writing to the County the name of the proposed Subcontractor, the portion of the Services which the Subcontractor is to do, the place of business of such Subcontractor, and such other information as the County may require. The County will have the right to require the Contractor not to award any subcontract to a person, firm or corporation disapproved by the County.
- c) Before entering into any subcontract hereunder, the Contractor will inform the Subcontractor fully and completely of all provisions and requirements of this Agreement relating either directly or indirectly to the Services to be performed. Such Services performed by such Subcontractor will strictly comply with the requirements of this Contract.
- d) In order to qualify as a Subcontractor satisfactory to the County, in addition to the other requirements herein provided, the Subcontractor must be prepared to prove to the satisfaction of the County that it has the necessary facilities, skill and experience, and ample financial resources to perform the Services in a satisfactory manner. To be considered skilled and experienced, the Subcontractor must show to the satisfaction of the County that it has satisfactorily performed services of the same general type which is required to be performed under this Agreement.
- e) The County shall have the right to withdraw its consent to a subcontract if it appears to the County that the subcontract will delay, prevent, or otherwise impair the performance of the Contractor's obligations under this Agreement. All Subcontractors are required to protect the confidentiality of the County's and County's proprietary and confidential information. Contractor shall furnish to the County copies of all subcontracts between Contractor and Subcontractors and suppliers hereunder. Within each such subcontract, there shall be a clause for the benefit of the County in the event the County finds the Contractor in breach of this Contract, permitting the County to request completion by the Subcontractor of its performance obligations under the subcontract. The clause shall include an option for the County to pay the Subcontractor directly for the performance by such Subcontractor. Notwithstanding, the foregoing shall neither convey nor imply any obligation or liability on the part of the County to any subcontractor hereunder as more fully described herein.

**ARTICLE 27. AUTHORITY OF THE COUNTY'S PROJECT MANAGER**

- a) The Contractor hereby acknowledges that the County's Project Manager will determine in the first instance all questions of any nature whatsoever arising out of, under, or in connection with, or in any way related to or on account of, this Agreement including without limitations: questions as to the value, acceptability and fitness of the Services; questions

as to either party's fulfillment of its obligations under the Contract; negligence, fraud or misrepresentation before or subsequent to acceptance of the Contractor's Proposal; questions as to the interpretation of the Scope of Services; and claims for damages, compensation and losses.

- b) The Contractor shall be bound by all determinations or orders and shall promptly comply with every order of the Project Manager, including the withdrawal or modification of any previous order and regardless of whether the Contractor agrees with the Project Manager's determination or order. Where orders are given orally, they will be issued in writing by the Project Manager as soon thereafter as is practicable.
- c) The Contractor must, in the final instance, seek to resolve every difference concerning the Agreement with the Project Manager. In the event that the Contractor and the Project Manager are unable to resolve their difference, the Contractor may initiate a dispute in accordance with the procedures set forth in this Article. Exhaustion of these procedures shall be a condition precedent to any lawsuit permitted hereunder.
- d) In the event of such dispute, the parties to this Agreement authorize the County Mayor or designee, who may not be the Project Manager or anyone associated with this Project, acting personally, to decide all questions arising out of, under, or in connection with, or in any way related to or on account of the Agreement (including but not limited to claims in the nature of breach of contract, fraud or misrepresentation arising either before or subsequent to execution hereof) and the decision of each with respect to matters within the County Mayor's purview as set forth above shall be conclusive, final and binding on parties. Any such dispute shall be brought, if at all, before the County Mayor within 10 Days of the occurrence, event or act out of which the dispute arises.
- e) The County Mayor may base this decision on such assistance as may be desirable, including advice of experts, but in any event shall base the decision on an independent and objective determination of whether Contractor's performance or any Deliverable meets the requirements of this Agreement and any specifications with respect thereto set forth herein. The effect of any decision shall not be impaired or waived by any negotiations or settlements or offers made in connection with the dispute, whether or not the County Mayor participated therein, or by any prior decision of others, which prior decision shall be deemed subject to review, or by any termination or cancellation of the Agreement. All such disputes shall be submitted in writing by the Contractor to the County Mayor for a decision, together with all evidence and other pertinent information in regard to such questions, in order that a fair and impartial decision may be made. Whenever the County Mayor is entitled to exercise discretion or judgement or to make a determination or form an opinion pursuant to the provisions of this Article, such action shall be fair and impartial when exercised or taken. The County Mayor, as appropriate, shall render a decision in writing and deliver a copy of the same to the Contractor. Except as such remedies may be limited or waived elsewhere in the Agreement, Contractor reserves the right to pursue any remedies available under law after exhausting the provisions of this Article.

#### **ARTICLE 28. MUTUAL OBLIGATIONS**

- a) This Agreement, including attachments and appendices to the Agreement, shall constitute the entire Agreement between the parties with respect hereto and supersedes all previous communications and representations or agreements, whether written or oral, with respect



to the subject matter hereto unless acknowledged in writing by the duly authorized representatives of both parties.

- b) Nothing in this Agreement shall be construed for the benefit, intended or otherwise, of any third party that is not a parent or subsidiary of a party or otherwise related (by virtue of ownership control or statutory control) to a party.
- c) In those situations where this Agreement imposes an indemnity obligation on the Contractor, the County may, at its expense, elect to participate in the defense if the County should so choose. Furthermore, the County may at its own expense defend or settle any such claims if the Contractor fails to diligently defend such claims, and thereafter seek indemnity for costs from the Contractor.

#### **ARTICLE 29. QUALITY ASSURANCE / QUALITY ASSURANCE RECORD KEEPING**

The Contractor shall maintain, and shall require that its subcontractors and suppliers maintain, complete and accurate records to substantiate compliance with the requirements set forth in the Scope of Services. The Contractor and its subcontractors and suppliers, shall retain such records, and all other documents relevant to the Services furnished under this Agreement for a period of three (3) years from the expiration date of this Agreement and any extension thereof.

#### **ARTICLE 30. AUDITS**

The County, or its duly authorized representatives and governmental agencies, shall until the expiration of three (3) years after the expiration of this Agreement and any extension thereof, have access to and the right to examine and reproduce any of the Contractor's books, documents, papers and records and of its subcontractors and suppliers which apply to all matters of the County. Such records shall subsequently conform to Generally Accepted Accounting Principles requirements, as applicable, and shall only address those transactions related to this Agreement.

Pursuant to Section 2-481 of the Code of Miami-Dade County, the Contractor will grant access to the Commission Auditor to all financial and performance related records, property, and equipment purchased in whole or in part with government funds. The Contractor agrees to maintain an accounting system that provides accounting records that are supported with adequate documentation, and adequate procedures for determining the allowability and allocability of costs.

#### **ARTICLE 31. SUBSTITUTION OF PERSONNEL**

In the event the Contractor wishes to substitute personnel for the key personnel identified by the Contractor's Proposal, the Contractor must notify the County in writing and request written approval for the substitution at least ten (10) business days prior to effecting such substitution.

#### **ARTICLE 32. CONSENT OF THE COUNTY REQUIRED FOR ASSIGNMENT**

The Contractor shall not assign, transfer, convey or otherwise dispose of this Agreement, including its rights, title or interest in or to the same or any part thereof without the prior written consent of the County.

#### **ARTICLE 33. ASSUMPTION, PARAMETERS, PROJECTIONS, ESTIMATES AND EXPLANATIONS**

The Contractor understands and agrees that any assumptions, parameters, projections, estimates and explanations presented by the County were provided to the Contractor for evaluation purposes only. However, since these assumptions, parameters, projections, estimates and explanations represent predictions of future events the County makes no representations or

guarantees; and the County shall not be responsible for the accuracy of the assumptions presented; and the County shall not be responsible for conclusions to be drawn therefrom; and any assumptions, parameters, projections, estimates and explanations shall not form the basis of any claim by the Contractor. The Contractor accepts all risk associated with using this information.

**ARTICLE 34. SEVERABILITY**

If this Agreement contains any provision found to be unlawful, the same shall be deemed to be of no effect and shall be deemed stricken from this Agreement without affecting the binding force of this Agreement as it shall remain after omitting such provision.

**ARTICLE 35. TERMINATION AND SUSPENSION OF WORK**

- a) The County may terminate this Agreement if an individual or corporation or other entity attempts to meet its contractual obligation with the County through fraud, misrepresentation or material misstatement.
- b) The County may, as a further sanction, terminate or cancel any other contract(s) that such individual or corporation or other entity has with the County and that such individual, corporation or other entity shall be responsible for all direct and indirect costs associated with such termination or cancellation, including attorney's fees.
- c) The foregoing notwithstanding, any individual, corporation or other entity which attempts to meet its contractual obligations with the County through fraud, misrepresentation or material misstatement may be debarred from County contracting for up to five (5) years in accordance with the County debarment procedures. The Contractor may be subject to debarment for failure to perform and all other reasons set forth in Section 10-38 of the Code of Miami-Dade County.
- d) In addition to cancellation or termination as otherwise provided in this Agreement, the County may at any time, in its sole discretion, with or without cause, terminate this Agreement by three (3) month written notice to the Contractor.
- e) In the event that the County exercises its right to terminate this Agreement, the Contractor shall, upon receipt of such notice, unless otherwise directed by the County:
  - 1. Stop Work on the date specified in the notice ("the Effective Termination Date");
  - 2. Take such action as may be necessary for the protection and preservation of the County's materials and property;
  - 3. Cancel orders;
  - 4. Assign to the County and deliver to any location designated by the County any non-cancelable orders for Deliverables that are not capable of use except in the performance of this Agreement and has been specifically developed for the sole purpose of this Agreement and not incorporated in the Services;
  - 5. Take no action which will increase the amounts payable by the County under this Agreement; and
- f) In the event that the County exercises its right to terminate this Agreement, the Contractor will be compensated as stated in the payment Articles herein for the:
  - 1. Portion of the Services completed in accordance with the Agreement up to the Effective Termination Date; and

2. Non-cancelable Deliverables that are not capable of use except in the performance of this Agreement and has been specifically developed for the sole purpose of this Agreement, but not incorporated in the Services.

g) All compensation pursuant to this Article are subject to audit.

#### **ARTICLE 36. EVENT OF DEFAULT**

a) An Event of Default shall mean a breach of this Agreement by the Contractor. Without limiting the generality of the foregoing, and in addition to those instances referred to herein as a breach, an Event of Default shall include the following:

1. Contractor has not delivered Deliverables on a timely basis;
2. Contractor has refused or failed to supply enough properly skilled staff personnel;
3. Contractor has failed to make prompt payment to subcontractors or suppliers for any Services;
4. Contractor has become insolvent (other than as interdicted by the bankruptcy laws), or has assigned the proceeds received for the benefit of the Contractor's creditors, or the Contractor has taken advantage of any insolvency statute or debtor/creditor law or if the Contractor's affairs have been put in the hands of a receiver;
5. Contractor has failed to obtain the approval of the County where required by this Agreement;
6. Contractor has failed to provide "adequate assurances" as required under subsection b below'
7. Contractor has failed in the representation of any warranties stated herein.

b) When, in the opinion of the County, reasonable grounds for uncertainty exist with respect to the Contractor's ability to perform the Services or any portion thereof, the County may request that the Contractor, within the timeframe set forth in the County's request, provide adequate assurances to the County, in writing, of the Contractor's ability to perform in accordance with the terms of this Agreement. Until the County receives such assurances, the County may request an adjustment to the compensation received by the Contractor for portions of the Services which the Contractor has not performed. In the event that the Contractor fails to provide to the County the requested assurances within the prescribed timeframe, the County may:

1. Treat such failure as a repudiation of this Agreement; and
2. Resort to any remedy for breach provided herein or at law including, but not limited to, taking over the performance of the Services or any part thereof either by itself or through others.

c) In the event the County shall terminate this Agreement for default, the County or its designated representatives may immediately take possession of all applicable equipment, materials, products, documentation, reports and data.

#### **ARTICLE 37. NOTICE OF DEFAULT - OPPORTUNITY TO CURE**

If an Event of Default occurs in the determination of the County, the County may so notify the Contractor ("Default Notice"), specifying the basis for such default, and advising the Contractor that such default must be cured immediately or this Agreement with the County may be terminated. Notwithstanding, the County may, in its sole discretion, allow the Contractor to rectify

the default to the County's reasonable satisfaction within a thirty (30) Day period. The County may grant an additional period of such duration as the County shall deem appropriate without waiver of any of the County's rights hereunder, so long as the Contractor has commenced curing such default and is effectuating a cure with diligence and continuity during such thirty (30) Day period or any other period which the County prescribes. The default notice shall specify the date the Contractor shall discontinue the Services upon the Termination Date.

#### **ARTICLE 38. REMEDIES IN THE EVENT OF DEFAULT**

If an Event of Default occurs, the Contractor shall be liable for all damages resulting from the default including, but not limited to:

- a) Lost revenues;
- b) Difference between the cost associated with procuring Services hereunder and the amount actually expended by the County for re-procurement of Services, including procurement and administrative costs; and
- c) Such other direct damages.

The Contractor shall also remain liable for any liabilities and claims related to the Contractor's default. The County may also bring any suit or proceeding for specific performance or for an injunction.

#### **ARTICLE 39. PATENT AND COPYRIGHT INDEMNIFICATION**

- a) The Contractor shall not infringe on any copyrights, trademarks, service marks, trade secrets, patent rights, other intellectual property rights or any other third party proprietary rights in the performance of the Work.
- b) The Contractor warrants that all Deliverables furnished hereunder including, but not limited to: equipment, Programs, documentation, software, analyses, applications, methods, ways, processes, and the like, do not infringe upon or violate any copyrights, trademarks, service marks, trade secrets, patent rights, other intellectual property rights or any other third party proprietary rights.
- c) The Contractor shall be liable and responsible for any and all claims made against the County for infringement of patents, copyrights, service marks, trade secrets or any other third party proprietary rights, by the use or supplying of any Programs, documentation, software, analyses, applications, methods, ways, processes, and the like, in the course of performance or completion of, or in any way connected with, the Work, or the County's continued use of the Deliverables furnished hereunder. Accordingly, the Contractor at its own expense, including the payment of attorney's fees, shall indemnify, and hold harmless the County and defend any action brought against the County with respect to any claim, demand, cause of action, debt, or liability.
- d) In the event any Deliverable or anything provided to the County hereunder, or portion thereof is held to constitute an infringement and its use is or may be enjoined, the Contractor shall have the obligation to, at the County's option to (i) modify, or require that the applicable subcontractor or supplier modify, the alleged infringing item(s) at its own expense, without impairing in any respect the functionality or performance of the item(s),

or (ii) procure for the County, at the Contractor's expense, the rights provided under this Agreement to use the item(s).

- e) The Contractor shall be solely responsible for determining and informing the County whether a prospective supplier or subcontractor is a party to any litigation involving patent or copyright infringement, service mark, trademark, violation, or proprietary rights claims or is subject to any injunction which may prohibit it from providing any Deliverable hereunder. The Contractor shall enter into agreements with all suppliers and subcontractors at the Contractor's own risk. The County may reject any Deliverable that it believes to be the subject of any such litigation or injunction, or if in the County's judgment, use thereof would delay the Work or be unlawful.

#### **ARTICLE 40. CONFIDENTIALITY**

- a) All Developed Works and other materials, data, transactions of all forms, financial information, documentation, inventions, designs and methods obtained from the County in connection with the Services performed under this Agreement, made or developed by the Contractor or its subcontractors in the course of the performance of such Services, or the results of such Services, or which the County holds the proprietary rights, constitute Confidential Information and may not, without the prior written consent of the County, be used by the Contractor or its employees, agents, subcontractors or suppliers for any purpose other than for the benefit of the County, unless required by law. In addition to the foregoing, all County employee information and County financial information shall be considered Confidential Information and shall be subject to all the requirements stated herein. Neither the Contractor nor its employees, agents, subcontractors or suppliers may sell, transfer, publish, disclose, display, license or otherwise make available to others any part of such Confidential Information without the prior written consent of the County. Additionally, the Contractor expressly agrees to be bound by and to defend, indemnify and hold harmless the County, and their officers and employees from the breach of any federal, state or local law in regard to the privacy of individuals.
- b) The Contractor shall advise each of its employees, agents, subcontractors and suppliers who may be exposed to such Confidential Information of their obligation to keep such information confidential and shall promptly advise the County in writing if it learns of any unauthorized use or disclosure of the Confidential Information by any of its employees or agents, or subcontractor's or supplier's employees, present or former. In addition, the Contractor agrees to cooperate fully and provide any assistance necessary to ensure the confidentiality of the Confidential Information.
- c) It is understood and agreed that in the event of a breach of this Article damages may not be an adequate remedy and the County shall be entitled to injunctive relief to restrain any such breach or threatened breach. Unless otherwise requested by the County, upon the completion of the Services performed hereunder, the Contractor shall immediately turn over to the County all such Confidential Information existing in tangible form, and no copies thereof shall be retained by the Contractor or its employees, agents, subcontractors or suppliers without the prior written consent of the County. A certificate evidencing compliance with this provision and signed by an officer of the Contractor shall accompany such materials.

**ARTICLE 41. PROPRIETARY INFORMATION**

As a political subdivision of the State of Florida, Miami-Dade County is subject to the stipulations of Florida's Public Records Law.

The Contractor acknowledges that all computer software in the County's possession may constitute or contain information or materials which the County has agreed to protect as proprietary information from disclosure or unauthorized use and may also constitute or contain information or materials which the County has developed at its own expense, the disclosure of which could harm the County's proprietary interest therein.

During the term of the Contract, the Contractor will not use directly or indirectly for itself or for others, or publish or disclose to any third party, or remove from the County's property, any computer Programs, data compilations, or other software which the County has developed, has used or is using, is holding for use, or which are otherwise in the possession of the County (hereinafter "Computer Software"). All third-party license agreements must also be honored by the Contractor and its employees, except as authorized by the County and, if the Computer Software has been leased or purchased by the County, all hired party license agreements must also be honored by the Contractors' employees with the approval of the Contractor thereof. This includes mainframe, minis, telecommunications, personal computers, and any and all information technology software.

The Contractor will report to the County any information discovered or which is disclosed to the Contractor which may relate to the improper use, publication, disclosure or removal from the County's property of any information technology software and hardware and will take such steps as are within the Contractor's authority to prevent improper use, disclosure, or removal.

**ARTICLE 42. PROPRIETARY RIGHTS**

- a) The Contractor hereby acknowledges and agrees that the County retains all rights, title and interests in and to all materials, data, documentation and copies thereof furnished by the County to the Contractor hereunder or furnished by the Contractor to the County and/or created by the Contractor for delivery to the County, even if unfinished or in process, as a result of the Services the Contractor performs in connection with this Agreement, including all copyright and other proprietary rights therein, which the Contractor as well as its employees, agents, subcontractors and suppliers may use only in connection with the performance of Services under this Agreement. The Contractor shall not, without the prior written consent of the County, use such documentation on any other Project in which the Contractor or its employees, agents, subcontractors or suppliers are or may become engaged. Submission or distribution by the Contractor to meet official regulatory requirements or for other purposes in connection with the performance of Services under this Agreement shall not be construed as publication in derogation of the County's copyrights or other proprietary rights.
- b) All rights, title and interest in and to certain inventions, ideas, designs and methods, specifications and other documentation related thereto developed by the Contractor and its subcontractors specifically for the County, hereinafter referred to as "Developed Works" shall become the property of the County.
- c) Accordingly, neither the Contractor nor its employees, agents, subcontractors or suppliers shall have any proprietary interest in such Developed Works. The Developed Works may not be utilized, reproduced or distributed by or on behalf of the Contractor, or any

employee, agent, subcontractor or supplier thereof, without the prior written consent of the County, except as required for the Contractor's performance hereunder.

- d) Except as otherwise provided in subsections a, b, and c above, or elsewhere herein, the Contractor and its subcontractors and suppliers hereunder shall retain all proprietary rights in and to all Licensed Software provided hereunder, that have not been customized to satisfy the performance criteria set forth in the Scope of Services. Notwithstanding the foregoing, the Contractor hereby grants, and shall require that its subcontractors and suppliers grant, if the County so desires, a perpetual, irrevocable and unrestricted right and license to use, duplicate, disclose and/or permit any other person(s) or entity(ies) to use all such Licensed Software and the associated specifications, technical data and other Documentation for the operations of the County or entities controlling, controlled by, under common control with, or affiliated with the County, or organizations which may hereafter be formed by or become affiliated with the County. Such license specifically includes, but is not limited to, the right of the County to use and/or disclose, in whole or in part, the technical documentation and Licensed Software, including source code provided hereunder, to any person or entity outside the County for such person's or entity's use in furnishing any and/or all of the Deliverables provided hereunder exclusively for the County or entities controlling, controlled by, under common control with, or affiliated with the County, or organizations which may hereafter be formed by or become affiliated with the County. No such License Software, specifications, data, documentation or related information shall be deemed to have been given in confidence and any statement or legend to the contrary shall be void and of no effect.

#### **ARTICLE 43. VENDOR REGISTRATION/CONFLICT OF INTEREST**

##### **a) Vendor Registration**

The Contractor shall be a registered vendor with the County – Internal Services Department, Strategic Procurement Division, for the duration of this Agreement. In becoming a registered vendor with Miami-Dade County, the Contractor confirms its knowledge of and commitment to comply with the following:

1. ***Miami-Dade County Ownership Disclosure Affidavit***  
(Section 2-8.1 of the Code of Miami-Dade County)
2. ***Miami-Dade County Employment Disclosure Affidavit***  
(Section 2.8.1(d)(2) of the Code of Miami-Dade County)
3. ***Miami-Dade County Employment Drug-free Workplace Certification***  
(Section 2-8.1.2(b) of the Code of Miami-Dade County)
4. ***Miami-Dade County Disability and Nondiscrimination Affidavit***  
(Section 2-8.1.5 of the Code of Miami-Dade County)
5. ***Miami-Dade County Debarment Disclosure Affidavit***  
(Section 10.38 of the Code of Miami-Dade County)
6. ***Miami-Dade County Vendor Obligation to County Affidavit***  
(Section 2-8.1 of the Code of Miami-Dade County)
7. ***Miami-Dade County Code of Business Ethics Affidavit***  
(Sections 2-8.1(i), 2-11.1(b)(1) through (6) and (9), and 2-11.1(c) of the Code of Miami-Dade County)
8. ***Miami-Dade County Family Leave Affidavit***  
(Article V of Chapter 11 of the Code of Miami-Dade County)
9. ***Miami-Dade County Living Wage Affidavit***  
(Section 2-8.9 of the Code of Miami-Dade County)

10. **Miami-Dade County Domestic Leave and Reporting Affidavit**  
*(Article VIII, Section 11A-60 - 11A-67 of the Code of Miami-Dade County)*
11. **Miami-Dade County E-Verify Affidavit**  
*(Executive Order 11-116)*
12. **Miami-Dade County Pay Parity Affidavit**  
*(Resolution R-1072-17)*
13. **Miami-Dade County Suspected Workers' Compensation Fraud Affidavit**  
*(Resolution R-919-18)*
14. **Subcontracting Practices**  
*(Section 2-8.8 of the Code of Miami-Dade County)*
15. **Subcontractor/Supplier Listing**  
*(Section 2-8.1 of the Code of Miami-Dade County)*
16. **Form W-9 and 147c Letter**  
*(as required by the Internal Revenue Service)*
17. **FEIN Number or Social Security Number**  
*In order to establish a file, the Contractor's Federal Employer Identification Number (FEIN) must be provided. If no FEIN exists, the Social Security Number of the owner or individual must be provided. This number becomes Contractor's "County Vendor Number". To comply with Section 119.071(5) of the Florida Statutes relating to the collection of an individual's Social Security Number, be aware that the County requests the Social Security Number for the following purposes:*
  - *Identification of individual account records*
  - *To make payments to individual/Contractor for goods and services provided to Miami-Dade County*
  - *Tax reporting purposes*
  - *To provide a unique identifier in the vendor database that may be used for searching and sorting departmental records*
18. **Office of the Inspector General**  
*(Section 2-1076 of the Code of Miami-Dade County)*
19. **Small Business Enterprises**  
*The County endeavors to obtain the participation of all small business enterprises pursuant to Sections 2-8.1.1.1.1, 2-8.1.1.1.2 and 2-8.2.2 of the Code of Miami-Dade County and Title 49 of the Code of Federal Regulations.*
20. **Antitrust Laws**  
*By acceptance of any contract, the Contractor agrees to comply with all antitrust laws of the United States and the State of Florida.*

**b) Conflict of Interest and Code of Ethics**

Section 2-11.1(d) of the Code of Miami-Dade County requires that any County employee or any member of the employee's immediate family who has a controlling financial interest, direct or indirect, with Miami-Dade County or any person or agency acting for Miami-Dade County, competing or applying for a contract, must first request a conflict of interest opinion from the County's Ethics Commission prior to their or their immediate family member's entering into any contract or transacting any business through a firm, corporation, partnership or business entity in which the employee or any member of the employee's immediate family has a controlling financial interest, direct or indirect, with Miami-Dade County or any person or agency acting for Miami-Dade County. Any such contract or business engagement entered in violation of this subsection, as amended, shall be rendered voidable. All autonomous personnel, quasi-judicial personnel, advisory personnel, and employees wishing to do business with the County are hereby advised they must comply with the applicable provisions of Section 2-11.1 of the Code of Miami-Dade County relating to Conflict of Interest and Code of Ethics. In accordance with Section 2-11.1 (y), the Miami-Dade County Commission on Ethics and Public Trust (Ethics



Commission) shall be empowered to review, interpret, render advisory opinions and letters of instruction and enforce the Conflict of Interest and Code of Ethics Ordinance.

#### **ARTICLE 44. INSPECTOR GENERAL REVIEWS**

**Independent Private Sector Inspector General Reviews:** Pursuant to Miami-Dade County Administrative Order 3-20, the County has the right to retain the services of an Independent Private Sector Inspector General (hereinafter "IPSIG"), whenever the County deems it appropriate to do so. Upon written notice from the County, the Contractor shall make available to the IPSIG retained by the County, all requested records and documentation pertaining to this Agreement for inspection and reproduction. The County shall be responsible for the payment of these IPSIG services, and under no circumstance shall the Contractor's prices and any changes thereto approved by the County, be inclusive of any charges relating to these IPSIG services. The terms of this provision apply to the Contractor, its officers, agents, employees, subcontractors and assignees. Nothing contained in this provision shall impair any independent right of the County to conduct an audit or investigate the operations, activities and performance of the Contractor in connection with this Agreement. The terms of this Article shall not impose any liability on the County by the Contractor or any third party.

**Miami-Dade County Inspector General Review:** According to Section 2-1076 of the Code of Miami-Dade County, Miami-Dade County has established the Office of the Inspector General which may, on a random basis, perform audits on all County contracts, throughout the duration of said contracts. The cost of the audit for this Contract shall be one quarter (1/4) of one (1) percent of the total contract amount which cost shall be included in the total contract amount. The audit cost will be deducted by the County from progress payments to the Contractor. The audit cost shall also be included in all change orders and all contract renewals and extensions.

**Exception:** The above application of one quarter (1/4) of one percent fee assessment shall not apply to the following contracts: **(a)** IPSIG contracts; **(b)** contracts for legal services; **(c)** contracts for financial advisory services; **(d)** auditing contracts; **(e)** facility rentals and lease agreements; **(f)** concessions and other rental agreements; **(g)** insurance contracts; **(h)** revenue-generating contracts; **(i)** contracts where an IPSIG is assigned at the time the contract is approved by the Commission; **(j)** professional service agreements under \$1,000; **(k)** management agreements; **(l)** small purchase orders as defined in Miami-Dade County Implementing Order 3-38; **(m)** federal, state and local government-funded grants; and **(n)** inter-local agreements. ***Notwithstanding the foregoing, the Miami-Dade County Board of County Commissioners may authorize the inclusion of the fee assessment of one quarter (1/4) of one percent in any exempted contract at the time of award.***

Nothing contained above shall in any way limit the powers of the Inspector General to perform audits on all County contracts including, but not limited to, those contracts specifically exempted above. The Miami-Dade County Inspector General is authorized and empowered to review past, present and proposed County and Public Health Trust contracts, transactions, accounts, records and Programs. In addition, the Inspector General has the power to subpoena witnesses, administer oaths, require the production of records and monitor existing projects and Programs. Monitoring of an existing project or Program may include a report concerning whether the project is on time, within budget and in conformance with plans, specifications and applicable law. The Inspector General is empowered to analyze the necessity of and reasonableness of proposed change orders to the Contract. The Inspector General shall have the power to audit, investigate, monitor, oversee, inspect and review operations, activities, performance and procurement process, including but not limited to project design, specifications, proposal submittals, activities

of the Contractor, its officers, agents and employees, lobbyists, County staff and elected officials to ensure compliance with contract specifications and to detect fraud and corruption.

Upon written notice to the Contractor from the Inspector General or IPSIG retained by the Inspector General, the Contractor shall make all requested records and documents available to the Inspector General or IPSIG for inspection and copying. The Inspector General and IPSIG shall have the right to inspect and copy all documents and records in the Contractor's possession, custody or control which, in the Inspector General's or IPSIG's sole judgment, pertain to performance of the contract, including, but not limited to original estimate files, change order estimate files, worksheets, proposals and agreements form and which successful and unsuccessful subcontractors and suppliers, all project-related correspondence, memoranda, instructions, financial documents, construction documents, proposal and contract documents, back-charge documents, all documents and records which involve cash, trade or volume discounts, insurance proceeds, rebates, or dividends received, payroll and personnel records, and supporting documentation for the aforesaid documents and records.

**ARTICLE 45. LOCAL, STATE, AND FEDERAL COMPLIANCE REQUIREMENTS**

Contractor agrees to comply, subject to applicable professional standards, with the provisions of any and all applicable Federal, State and the County orders, statutes, ordinances, rules and regulations which may pertain to the Services required under this Agreement including, but not limited to:

- a) Equal Employment Opportunity (EEO), in compliance with Executive Order 11246 as amended and applicable to this Contract.
- b) Miami-Dade County Small Business Enterprises Development Participation Provisions, as applicable to this Contract.
- c) Environmental Protection Agency (EPA), as applicable to this Contract.
- d) Section 2-11.1 of the Code of Miami-Dade County, "Conflict of Interest and Code of Ethics".
- e) Section 10-38 of the Code of Miami-Dade County, "Debarment of Contractors from County Work".
- f) Section 11A-60 - 11A-67 of the Code of Miami-Dade County, "Domestic Leave."
- g) Section 21-255 of the Code of Miami-Dade County, prohibiting the presentation, maintenance, or prosecution of false or fraudulent claims against Miami-Dade County.
- h) The Equal Pay Act of 1963, as amended (29 U.S.C. 206(d)).
- i) Section 448.07 of the Florida Statutes "Wage Rate Discrimination Based on Sex Prohibited".
- j) Chapter 11A of the Code of Miami-Dade County (§ 11A-1 et seq.) "Discrimination".
- k) Chapter 22 of the Code of Miami-Dade County (§ 22-1 et seq.) "Wage Theft".

- l) Chapter 8A, Article XIX, of the Code of Miami-Dade County (§ 8A-400 et seq.) "Business Regulations".
- m) Any other laws prohibiting wage rate discrimination based on sex.

Pursuant to Resolution R-1072-17, by entering into this Contract, the Contractor is certifying that the Contractor is in compliance with, and will continue to comply with, the provisions of items "h" through "m" above.

The Contractor shall hold all licenses and/or certifications, obtain and pay for all permits and/or inspections, and comply with all laws, ordinances, regulations and building code requirements applicable to the Work required herein. Damages, penalties, and/or fines imposed on the County or Contractor for failure to obtain and maintain required licenses, certifications, permits and/or inspections shall be borne by the Contractor. The Project Manager shall verify the certification(s), license(s), permit(s), etc. for the Contractor prior to authorizing Work and as needed.

Notwithstanding any other provision of this Agreement, Contractor shall not be required pursuant to this Agreement to take any action or abstain from taking any action if such action or abstention would, in the good faith determination of the Contractor, constitute a violation of any law or regulation to which Contractor is subject, including but not limited to laws and regulations requiring that Contractor conduct its operations in a safe and sound manner.

#### **ARTICLE 46. NONDISCRIMINATION**

During the performance of this Contract, Contractor agrees to not discriminate against any employee or applicant for employment because of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity or gender expression, status as victim of domestic violence, dating violence or stalking, or veteran status, and on housing related contracts the source of income, and will take affirmative action to ensure that employees and applicants are afforded equal employment opportunities without discrimination. Such action shall be taken with reference to, but not limited to: recruitment, employment, termination, rates of pay or other forms of compensation, and selection for training or retraining, including apprenticeship and on the job training.

By entering into this Contract, the Contractor attests that it is not in violation of the Americans with Disabilities Act of 1990 (and related Acts) or Miami-Dade County Resolution No. R-385-95. If the Contractor or any owner, subsidiary or other firm affiliated with or related to the Contractor is found by the responsible enforcement agency or the County to be in violation of the Act or the Resolution, such violation shall render this Contract void. This Contract shall be void if the Contractor submits a false affidavit pursuant to this Resolution or the Contractor violates the Act or the Resolution during the term of this Contract, even if the Contractor was not in violation at the time it submitted its affidavit.

#### **ARTICLE 47. CONFLICT OF INTEREST**

The Contractor represents that:

- a) No officer, director, employee, agent, or other consultant of the County or a member of the immediate family or household of the aforesaid has directly or indirectly received or been promised any form of benefit, payment or compensation, whether tangible or intangible, in connection with the award of this Agreement.

- b) There are no undisclosed persons or entities interested with the Contractor in this Agreement. This Agreement is entered into by the Contractor without any connection with any other entity or person making a proposal for the same purpose, and without collusion, fraud or conflict of interest. No elected or appointed officer or official, director, employee, agent or other consultant of the County, or of the State of Florida (including elected and appointed members of the legislative and executive branches of government), or a member of the immediate family or household of any of the aforesaid:
1. Is interested on behalf of or through the Contractor directly or indirectly in any manner whatsoever in the execution or the performance of this Agreement, or in the services, supplies or Work, to which this Agreement relates or in any portion of the revenues;

or

  2. Is an employee, agent, advisor, or consultant to the Contractor or to the best of the Contractor's knowledge any subcontractor or supplier to the Contractor.
- c) Neither the Contractor nor any officer, director, employee, agency, parent, subsidiary, or affiliate of the Contractor shall have an interest which is in conflict with the Contractor's faithful performance of its obligation under this Agreement; provided that the County, in its sole discretion, may consent in writing to such a relationship, provided the Contractor provides the County with a written notice, in advance, which identifies all the individuals and entities involved and sets forth in detail the nature of the relationship and why it is in the County's best interest to consent to such relationship.
- d) The provisions of this Article are supplemental to, not in lieu of, all applicable laws with respect to conflict of interest. In the event there is a difference between the standards applicable under this Agreement and those provided by statute, the stricter standard shall apply.
- e) In the event Contractor has no prior knowledge of a conflict of interest as set forth above and acquires information which may indicate that there may be an actual or apparent violation of any of the above, Contractor shall promptly bring such information to the attention of the County's Project Manager. Contractor shall thereafter cooperate with the County's review and investigation of such information, and comply with the instructions Contractor receives from the Project Manager in regard to remedying the situation.

**ARTICLE 48. PRESS RELEASE OR OTHER PUBLIC COMMUNICATION**

Under no circumstances shall the Contractor without the express written consent of the County:

- a) Issue or permit to be issued any press release, advertisement or literature of any kind which refers to the County, or the Work being performed hereunder, unless the Contractor first obtains the written approval of the County. Such approval may be withheld if for any reason the County believes that the publication of such information would be harmful to the public interest or is in any way undesirable; and
- b) Communicate in any way with any contractor, department, board, agency, commission or other organization or any person whether governmental or private in connection with the

Services to be performed hereunder except upon prior written approval and instruction of the County; and

- c) Except as may be required by law, the Contractor and its employees, agents, subcontractors and suppliers will not represent, directly or indirectly, that any product or service provided by the Contractor or such parties has been approved or endorsed by the County.

#### **ARTICLE 49. BANKRUPTCY**

The County reserves the right to terminate this contract, if, during the term of any contract the Contractor has with the County, the Contractor becomes involved as a debtor in a bankruptcy proceeding, or becomes involved in a reorganization, dissolution, or liquidation proceeding, or if a trustee or receiver is appointed over all or a substantial portion of the property of the Contractor under federal bankruptcy law or any state insolvency law.

#### **ARTICLE 50. GOVERNING LAW**

This Contract, including appendices, and all matters relating to this Contract (whether in contract, statute, tort (such as negligence), or otherwise) shall be governed by, and construed in accordance with, the laws of the State of Florida. Venue shall be Miami-Dade County.

#### **ARTICLE 51. FIRST SOURCE HIRING REFERRAL PROGRAM**

Pursuant to Section 2-2113 of the Code of Miami-Dade County, for all contracts for goods and services, the Contractor, prior to hiring to fill each vacancy arising under a County contract shall (1) first notify the South Florida Workforce Investment Board ("SFWIB"), the designated Referral Agency, of the vacancy and list the vacancy with SFWIB according to the Code, and (2) make good faith efforts as determined by the County to fill a minimum of fifty percent (50%) of its employment needs under the County contract through the SFWIB. If no suitable candidates can be employed after a Referral Period of three to five Days, the Contractor is free to fill its vacancies from other sources. Contractor will be required to provide quarterly reports to the SFWIB indicating the name and number of employees hired in the previous quarter, or why referred candidates were rejected. Sanctions for non-compliance shall include, but not be limited to: (i) suspension of contract until Contractor performs obligations, if appropriate; (ii) default and/or termination; and (iii) payment of \$1,500/employee, or the value of the wages that would have been earned given the noncompliance, whichever is less. Registration procedures and additional information regarding the FSHRP are available at <https://iapps.careersourcesfl.com/firstsource/>.

#### **ARTICLE 52. PUBLIC RECORDS AND CONTRACTS FOR SERVICES PERFORMED ON BEHALF OF MIAMI-DADE COUNTY**

The Contractor shall comply with the Public Records Laws of the State of Florida, including by not limited to, (1) keeping and maintaining all public records that ordinarily and necessarily would be required by the County in order to perform the service; (2) providing the public with access to public records on the same terms and conditions that the County would provide the records and at a cost that does not exceed the cost provided in Chapter 119, F.S., or as otherwise provided by law; (3) ensuring that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and (4) meeting all requirements for retaining public records and transferring, at no cost, to the County all public records in possession of the Contractor upon termination of the contract and destroying any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements upon such transfer. In addition, all records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County.

Failure to meet any of these provisions or to comply with Florida's Public Records Laws as applicable shall be a material breach of this Agreement and shall be enforced in accordance with the terms and conditions of the Agreement.

**IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT (305) 375-5773, [ISD-VSS@MIAMIDADE.GOV](mailto:ISD-VSS@MIAMIDADE.GOV), 111 NW 1st STREET, SUITE 1300, MIAMI, FLORIDA 33128**

**ARTICLE 53. SURVIVAL**

The parties acknowledge that any of the obligations in this Agreement will survive the term, termination and cancellation hereof. Accordingly, the respective obligations of the Contractor and the County under this Agreement, which by nature would continue beyond the termination, cancellation or expiration thereof, shall survive termination, cancellation or expiration hereof.

**ARTICLE 54. CURTAILMENT OR INTERRUPTION OF SERVICE**

The County reserves the right to interrupt, curtail, or suspend the provision of any Utility service to which Contractor may be entitled hereunder when necessary by reason of accident or emergency or for repairs, alterations, or improvements in the judgment of County desirable or necessary to be made, or due to difficulty in obtaining supplies or labor or for any other cause beyond the reasonable control of the County. The Work of such repairs, alterations, or improvements shall be prosecuted with reasonable diligence. The County shall in no respect be liable for any failure of the Utility companies or governmental authorities to supply Utility service to Contractor or for any limitation of supply resulting from governmental orders or directives. No diminution or abatement of Guaranteed Monthly Fee or other charges, nor damages, shall be claimed by Contractor by reason of the County's or other individual's interruption, curtailment or suspension of a Utility service, nor shall this Contract or any of Contractor's obligations hereunder be affected or reduced thereby.

**ARTICLE 55. OWNERSHIP OF IMPROVEMENTS**

Upon the expiration or earlier termination of this Contract for any reason, all existing and future installed fixtures, equipment, improvements and appurtenances attached to or built into the Facilities in such a manner as to become part of the freehold, whether or not by or at the expense of Contractor, shall become and remain a part of and be surrendered at the end of the Contract. Any furniture, furnishing, equipment or other articles of movable personal property owned by Contractor and located in the Facilities, shall be and shall remain the property of Contractor and may be removed by it at any time during the term of this Contract so long as Contractor is not in default of any of its obligations under this Contract, and the same have not become a part of the freehold, and so long as such does not materially affect Contractor's ability to use said Facilities and conduct its business as provided herein. However, if any of Contractor's property is removed and such removal causes damage to the Facilities, Contractor shall repair or pay the cost of repairing any damage to the Facilities resulting from such removal. Any property belonging to Contractor and not removed by Contractor at the end of the Contract Term or a renewal, if applicable, shall, at the election of the County, be deemed to be abandoned by Contractor, and the County may keep or dispose of such property and restore the Facilities to good order within ten (10) Days. At the expiration of the term of this Contract, Contractor shall deliver to the County the keys and combinations to all safes, cabinets, vaults, doors and other locks left by Contractor on the Facilities.

**ARTICLE 56. CONTRACTOR'S CONDITIONS FOR MAKING CHANGES**

Subject to approval of the County in writing, which approval may be withheld by the County with or without cause, Contractor may, at its expense, make alterations, additions, installations, substitutions, improvements and decorations (hereinafter collectively called "Changes") in and to the Facilities, excluding structural changes. Any Changes are subject to the following conditions:

- a. The outside appearance or structural integrity of the Facilities shall not be affected.
- b. No part of the Park not included within the Facilities shall be physically affected.
- c. The proper functioning of any of the material, electrical, sanitary, fire protection and other service systems shall not be adversely affected.
- d. Contractor shall be required to obtain all necessary governmental permits and certificates for the commencement of Contractor's Changes and shall maintain compliance with all applicable laws and requirements of public authorities, and with all applicable requirements of insurance bodies, and in good workmanlike manner, using materials and equipment at least equal in quality and class to the original installations of the Facilities or Park, and so as not to impose any additional expense upon the County.
- e. Contractor shall construct the improvements in accordance with County approved plans and in compliance with this Contract.
- f. In performing the Work involved in making such Changes, Contractor shall be bound by and observe all of the conditions and covenants contained in this Article.
- g. At the expiration or any earlier termination of this Contract, on the County's written request, Contractor shall restore the Facilities to their condition prior to the making of any Change permitted by this Article, reasonable wear and tear excepted, unless waived by the County in writing. Reasonable wear and tear shall be deemed not to include damage or injury caused by moving Contractor's property or trade fixtures into or out of the Facilities.
- h. Contractor's obligation to observe and perform the covenants set forth in this Article shall survive the expiration or earlier termination of the term of this Contract.
- i. Required to comply with all applicable laws then in effect, including obtaining a payment and performance bond pursuant to 255.05, Florida Statutes and the County's small business Program requirements.

**ARTICLE 57. DAMAGE OR DESTRUCTION OF FACILITIES**

In all events, Contractor shall repair all damages of the property caused by the Contractor, its employees, agents, contractors or sub-consultants. If the Facilities are partially damaged, but not rendered unusable for the purposes of this Contract, the same shall with due diligence be repaired by the Contractor from proceeds of the insurance coverage and/or at its own cost and expense and a pro-rata adjustment of the Monthly Guaranteed Fee payable hereunder for the period of the Contractor's business interruption, shall be made. If the damage shall be so extensive as to render such Facilities unusable for the purposes intended, but capable of being repaired within thirty (30) Days, the damage shall be repaired with due diligence by the Contractor at its own cost and expense, and for the period of Contractor's business interruption a pro-rata adjustment shall be made as to the Monthly Guaranteed Fee.

In the event the said Facilities are completely destroyed or so damaged that it will remain unusable for more than thirty (30) Days, the Contractor and the County shall be under no obligation to repair and reconstruct the premises, and adjustment of the Monthly Guaranteed Fee payable hereunder shall be proportionately made up to the time of such damage or destruction, and the portion of the Contract which pertains to such destroyed property shall cease and terminate. However, at the option of the County, and through negotiations pertaining to all matters for continuing the operations in the Facilities under the Contract, the Contractor may reconstruct the premises at its own cost.

**ARTICLE 58. MECHANICS', MATERIALMEN'S, AND OTHER LIEN**

Contractor agrees that it will not permit any mechanic's, materialmen's, or other liens to stand against the Facilities for Work or materials furnished to Contractor; it being provided, however, that Contractor shall have the right to contest the validity thereof. Contractor shall immediately transfer any lien to a bond and thereafter pay any judgment or decree rendered against Contractor, with all proper costs and charges, and shall cause any such lien to be released off record without cost to County.

**ARTICLE 59. SHANNON MELENDI ACT**

The Contractor shall comply with Miami-Dade County Ordinance No. 08-07, Chapter 26, Miami-Dade County Park and Recreation Department Rules and Regulations, Article III, The Shannon Melendi Act. The Contractor shall ensure that all management, staff, and volunteers:

- Have had nationwide criminal background checks conducted by a professional background screener.
- Have been screened through the Florida Department of Law Enforcement Sexual Predator/Offender Database, and a check of the National Sex Offender Public Registry.
- Have been verified as being United States Citizens or having legal immigrant status employment.
- Complete an affidavit affirming that no Work or volunteer duties will be performed on PROS property owned or operated by Miami-Dade County in violation of this Ordinance and that an arrest will be reported to the County within forty-eight (48) hours of such arrest.
- Wear picture identification at all times while on County property and when in direct contact with patrons and the general public.
- Retain all records demonstrating compliance with the background screening required herein for not less than three (3) years beyond the end of the contract term. The Contractor shall provide the County with access to these records annually, or at the request of the County.



IN WITNESS WHEREOF, the parties have executed this Agreement effective as of the Contract Date herein above set forth.

Contractor

Miami-Dade County

By: CANAS TENNIS ACADEMY LLC

By: \_\_\_\_\_

Name: NICOLAS MAIDANA.

Name: Daniella Levine Cava

Title: DIRECTOR - CO OWNER

Title: Mayor

Date: 9 / 1 / 2021

Date: \_\_\_\_\_

Attest: [Signature]

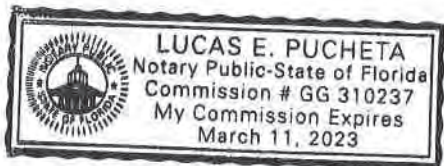
Attest: \_\_\_\_\_

Corporate Secretary/NotaryPublic

Clerk of the Board

Corporate Seal/Notary Seal

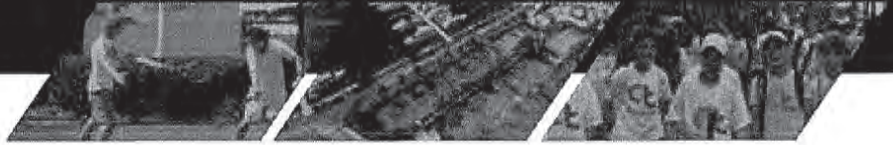
Approved as to form and legal sufficiency



\_\_\_\_\_  
Assistant County Attorney



cañastennis



Appendix A  
2020  
Summer Camp  
Program



# Summer Camp program 2020



This summer get involved in one of the most challenging and rewarding high performance tennis camps in Florida. With passion and enthusiasm our team of tennis professionals will help your child achieve the next level in their game while having a lot of fun!

Register before May 1st and get a special 5% discount besides other special offers and discounts.



## About Cañas Tennis

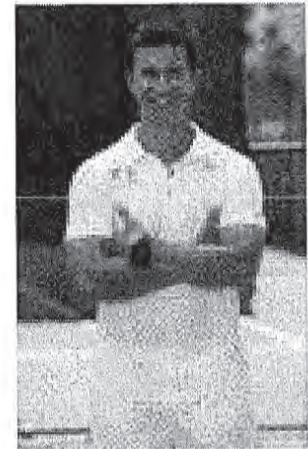
Cañas Tennis fulfills a lifelong dream that Guillermo Cañas, Martín García and Gustavo Oribe all had in common: to create a path for young individuals to achieve success in tennis and all facets of life.

At the heart of the concept was the desire to create a support system that allowed each participant, whether they attended for a day, a month or years, to become a better prepared player and active citizen.

Student athletes are educated and prepared for success by combining access to the best facilities, the best performance training and sport-specific training with moral and intellectual development. Cañas Tennis embodies these values, which are the main principles behind the successful professional tennis career of Guillermo Cañas.

We are dedicated to educating the student athlete in all aspects of tennis. The program is athlete centered. Each athlete is tested and assessed so that an individual plan for success may be developed.

We are located in Miami, a prime setting conducive to developing tennis champions.





## Mission and Philosophy Statement

Cañas Tennis provides an extensive tennis program that focuses on the technical, tactical, physical and mental development of the player which is the main foundation of the Argentinean methodology of teaching, while fulfilling the holistic needs of each player in his/her quest to achieve the highest growth possible.



Cañas Tennis leadership devised a philosophy of coaching tennis through an "Integral System" in order to reach maximum success for each individual athlete.

Specific progression drills and techniques are developed so that each student understands the correct sequence of successful tennis to become the best player, as well as an active individual in life.





## Summer Camp

### REGULAR Summer Camp

Cañas Tennis is the premier summer camp for children ages 8 – 18. Located within the beautiful gated community of the Turnberry Isle Yacht Club in Aventura, Florida, our mission is to ensure elite instruction in a fun and secure environment. Our weeklong camps are designed to create interest and maximize potential of each child. Tennis is taught by our full time USPTA, PTR Certified Professionals and student/teacher ratios are kept within 5:1. Space is limited and reservations will be taken in the order received.

### QUICK START Summer Camp

Cañas Tennis is the premier QUICK START summer camp for children ages 4 – 8. Located within the beautiful gated community of the Turnberry Isle Yacht Club in Aventura, Florida, our mission is to ensure elite instruction in a fun and secure environment. Our weeklong camps are designed to create interest and maximize potential of each child. Tennis is taught by our full time USPTA, PTR Certified Professionals and student/teacher ratios are kept within 6:1. Space is limited and reservations will be taken in the order received. This camp is geared toward beginners learning under the QUICK START format (short-court).  
- 8 AND UNDER PROGRAM is taught on a 36' court.

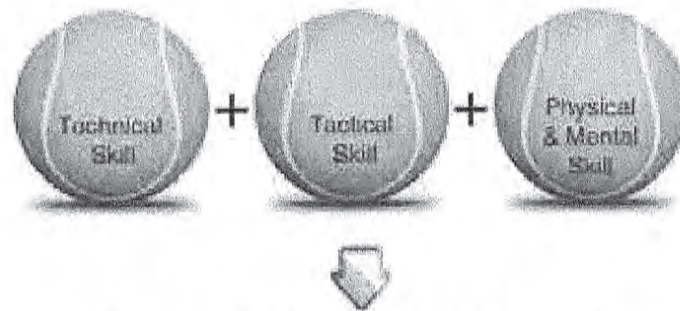


### Must bring items:

- Tennis Racquet
- Comfortable tennis clothing
- Tennis shoes
- Bag pack or tennis pack
- Water bottle
- Bathing suit and Towel  
(if authorized to swimming pool)
- Hat
- Sunblock
- One change of clothes
- Label all articles with your child's name

## Tennis Training: The Integral System

The Cañas Tennis leaders devised a method of tennis coaching. The Integral System is created based in the fundamental exercises of the Argentinean training method that strives to achieve the optimal development of the player.



Optimum Tennis Performance

### Technical skills

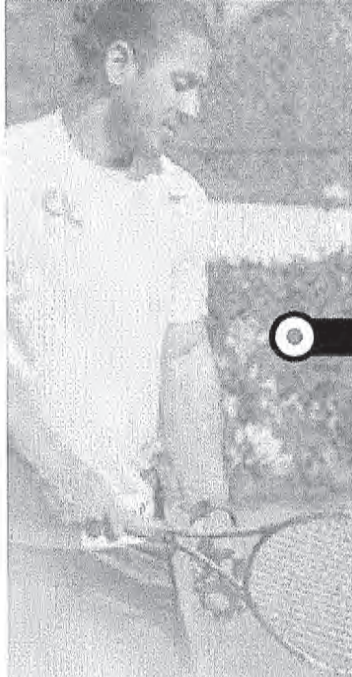
- Tennis Technique
- Biomechanics
- Technique optimization for potential development

### Tactical skills

- Strategy and Tactical Guidance
- How and when to apply shots
- Adaptation of shots and mobility to every surface

### Physical & Mental skills

- Strength and Endurance
- Agility and Flexibility
- Strength training in gym
- Student-athletes and parents will learn how to manage the emotional factor of tennis.
- Our certified sport psychologist and sport physiotherapist will be available on and off the court (upon request).



## Schedule

The 2020 Summer Camp Program has rolling admissions, so a child may start at any phase of the program.

### Session DATES

Week 1:	June 8 – 12
Week 2:	June 15 – 19
Week 3:	June 22 – 26
Week 4:	June 29 - July 3
Week 5:	July 6 – 10
Week 6:	July 13 – 17
Week 7:	July 20 – 24
Week 8:	July 27 – 31
Week 9:	August 3 - 7
Week 10:	August 10 - 14

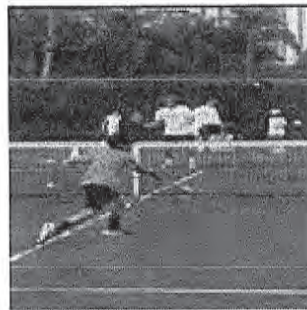
A typical day includes:

### REGULAR Summer Camp Schedule

9:00 – 12:00 PM	Drilling and Technique / Fitness - Swimming Pool (optional) - Games )
12:00 – 1:30 PM	Lunch / Recreational Activities ( Ping-Pong – Basketball)
1:30 – 3:00 PM	Match Play / Team Competitions

### QUICK START Summer Camp Schedule

9:00–12:00 -3:00 PM	Learning and developing motor skills / Fitness - Swimming Pool (optional)
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## Admission and Tuition

Tuition for a 2020 student attending the Cañas Tennis Summer Camp program is:

### REGULAR Summer Camp

\$ 395	One (1) Week Session (lunch included) 9am-3pm
\$ 120	Daily Session (lunch included) 9am-3pm
\$ 290	One (1) Week Session Half Day (lunch not included) 9am-noon
\$ 80	Half Day Session (lunch not included) 9am-noon

### QUICK START Summer Camp

\$ 345	One (1) Week Session \$78 Daily Session / Lunch included 9am-3pm
\$ 270	One (1) Week Session Half Day \$65 Daily Session/ Lunch not included 9am-noon

For both Programs following discounts apply:

- 5% discount on each week from third week on (participating minimum of three (3) weeks)
- 5% discount for siblings.
- 10% discount on each week for players participating in the all year Cañas Tennis After School Program.

There are several payment options available.

Please contact Operations for more information by phone +1-305-816-6692 or email: [info@canastennis.com](mailto:info@canastennis.com)



## Facilities

Cañas Tennis is located at the historic Turnberry Isles Miami Hotel and Turnberry Yacht Club.



Turnberry Isles Miami Hotel provides four immaculately maintained clay HydroCourts and two Laykold, long-lasting acrylic Hard Court tennis systems, the official surface of the Miami Open, ready for the exclusive use of Resort Guests and Turnberry Isle Miami Club Members. Choose from a variety of lessons, clinics, social and competitive tennis programs and events designed for all ages and skill levels. In our state-of-the-art Pro Shop, you'll find a large selection of tennis and fitness fashions and equipment for men, women and children, from brands such as Nike and Fila as well as our very own Turnberry Isle brand. Racquet customization, including 24-hour stringing, is also available.

Guests booking a Tennis Destination at Cañas Tennis will receive a discount on their hotel stay at Turnberry Isle Miami. For more information and availability log on to [www.turnberryislemiami.com](http://www.turnberryislemiami.com).



## Turnberry Yacht Club



- Turnberry Yacht Club houses 8 courts
- 4 Laykold cushioned hard courts, all lighted for evening play.
- 4 state-of-the-art clay courts, with green American clay.
- All courts are equipped with the most up-to-date watering system available.
- Gym
- Restaurant
- Club House – Pro shop
- Swimming pool
- Free Wi-Fi connection
- Parking

Turnberry Yacht Club  
19735 Turnberry Way - Aventura 33180 - Florida



## Competitive Weekly Summer Camp program 2020



The 2020 Cañas Tennis Competitive Weekly Summer Camp Programs have been designed by the successful and only member of the great "Argentine Legion" who decided to settle and establish his tennis academy in the United States, which has earned numerous achievements.

The Cañas Tennis Competitive Weekly Summer Camp Programs are designed for players seeking to improve their tennis ability in an intensive short-term program. Weekly athletes maximize their time on court focus on key aspects of their game.



## About Cañas Tennis

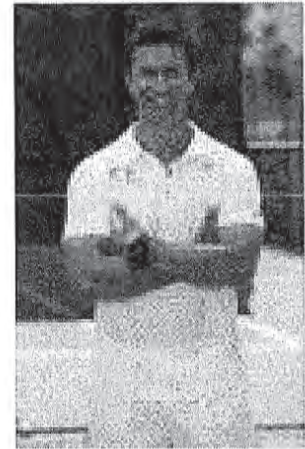
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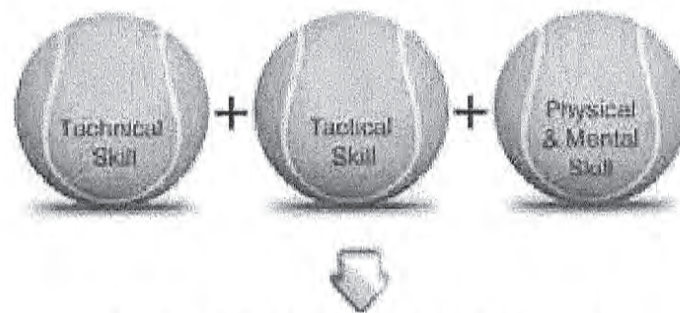
Specific progression drills and techniques are developed so that each student understands the correct sequence of successful tennis to become the best player, as well as an active individual in life.





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Optimum Tennis Performance

### Technical skills

- Tennis Technique
- Biomechanics
- Technique optimization for potential development

### Tactical skills

- Strategy and Tactical Guidance
- How and when to apply shots
- Adaptation of shots and mobility to every surface

### Physical & Mental skills

- Strength and Endurance
- Agility and Flexibility
- Strength training in gym
- Student-athletes and parents will learn how to manage the emotional factor of tennis.
- Our certified sport psychologist and sport physiotherapist will be available on and off the court (upon request).



## Schedule



The Competitive Weekly Summer Camp programs start on May 25 to August 14 . A typical day includes:



### Schedule for Boarding players

08:00 AM	Breakfast
09:45 – 10:45 AM	Fitness Session I
10:45 – 12:30 PM	Tennis Session I
12:30 – 01:00 PM	Lunch
01:15– 02:00 PM	Regeneration
02:00 – 03:00 PM	Fitness Session II
03:00 – 05:00 PM	Tennis Session II
07:30 PM	Dinner



### Schedule for Non - boarding players

09:45 – 10:45 AM	Fitness Session I
10:45 – 12:30 PM	Tennis Session I
12:30 – 01:00 PM	Lunch
01:15 – 02:00 PM	Regeneration
02:00 – 03:00 PM	Fitness Session II
03:00 – 05:00 PM	Tennis Session II



### Schedule for Half day players (morning)

9:45– 10:45 AM	Fitness Session I
10:45 – 12:30 PM	Tennis Session I



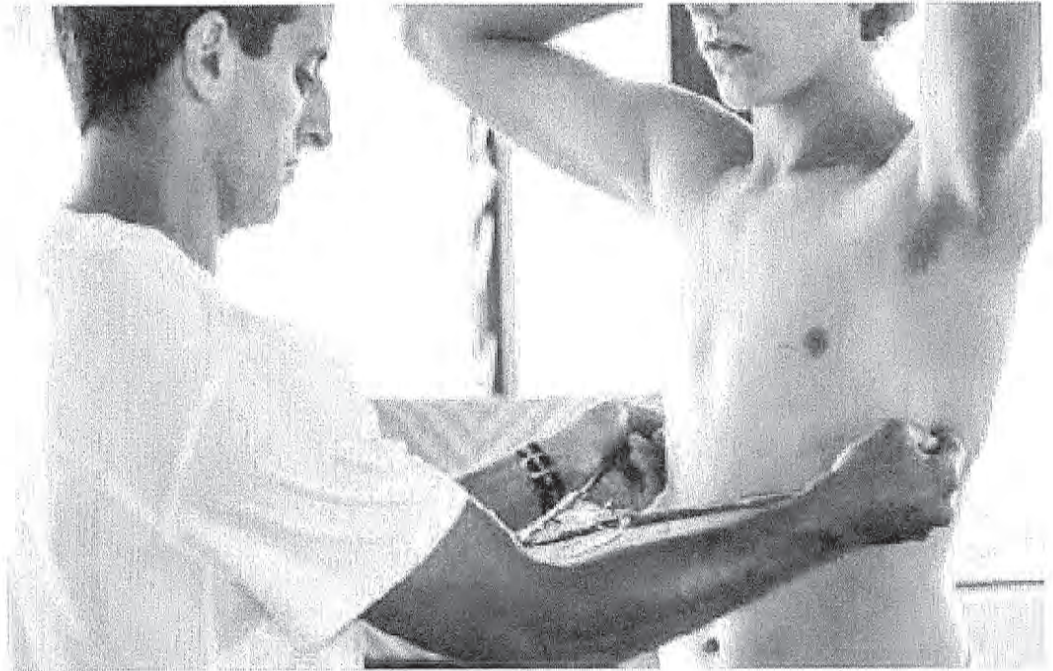
### Schedule for Half day players (afternoon)

2:00 – 3:00 PM	Fitness Session II
3:00 – 5:00 PM	Tennis Session II





## Periodization



The schedule is broken into a group of macro and micro cycles.

- **Pre-Competition Phase:** The pre-competition cycle, physical training and skill building is emphasized. While there is a focus on physical conditioning, sport specific training is a major component.
- **Competition Phase:** This period is the height of our sport specific training. Our staff makes sure that each athlete has the right competition schedule for maximum success and exposure.
- **Post-Competition/Rest Phase:** A period of active rest, less sport-specific training and more skill building.



## Admission and Tuition

We are striving to build a community of passionate young people dedicated to being the best tennis players and students.

Tuition for a 2020 player attending the Cañas Tennis Weekly program is:

- \$490 (non-boarding)
  - Non-boarding tuition includes coaching, performance training and lunch.
- \$940 (full boarding)
  - Full boarding tuition includes housing, coaching, performance training, two meals (lunch & dinner) per day and optional transportation from dorms to courts. (Tournament travel and fees are not included in tuition.)
- \$350 (non-boarding half sessions morning or afternoon)



## Additional Services

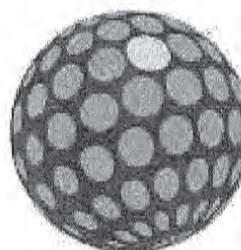
1. Private Lesson:
  - Starting at \$65 // Guillermo Cañas \$250
2. English Private Lesson: \$ 60/day - \$250/week
3. Video Analysis of Technical & Physical movements: us\$ 135
4. Anthropometric + Muscular Strength Evaluation: us\$135
5. Massage / Physiotherapist
6. Sport Psychologist



## English as a Second Language (ESL) Studies

Cañas Tennis is affiliated to TALK International School of Languages, place where students from all over the world come together, providing them the opportunity to organize the day so they can have a top-level tennis training while learning English

in an educational and supportive environment. It is no surprise that TALK students finish our programs with excellent fluency and confidence.



**TALK**  
SCHOOL OF  
LANGUAGES

### Group Lessons:

TALK's English programs are built around a core curriculum providing classes with both structure and flexibility. Classes are offered at 9 levels of proficiency, from beginner to fluency with appropriate text materials provided for each level. All class levels are based on an integrated approach to language acquisition by focusing on the development of speaking, listening, reading and writing skills.

### General English:

General English programs focus on the development of general language proficiency and an understanding of American life and culture. The courses will prepare you for social interaction and day-to-day activities.

**TOEFL iBT Exam:** We help you obtain the highest possible score through intensive programs designed for your needs. Our TOEFL iBT program will teach you specific test strategies while improving your overall English language proficiency necessary for a high TOEFL iBT score.

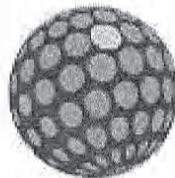
All students will be given an English Placement test upon arrival. If the student is not at the required level to begin their program, they will be placed in an English course at the appropriate level (low beginner to intermediate).

Consistent feedback from your instructors about practice exam performance, course assignments and skills-improvement.

Online practice exams and TOEFL iBT content review.



## English programs



**TALK**  
SCHOOL OF  
LANGUAGES



Cañas Tennis offers the possibility of a Weekly Tennis training complementing learning English language.

**Options:**

- 1) Full day training Cañas Tennis, with private English classes.
- 2) Full Day Cañas Tennis training with group English classes.
- 3) Half day Cañas Tennis training with group English classes the other day shift.

**Schedule for Full day training + private english lessons**

08:30 - 09:30 AM	English Lessons
09:45 - 10:45 AM	Fitness Session I
10:45 - 12:30 PM	Tennis Session I
12:30 - 02:00 PM	Lunch
02:00 - 03:00 PM	Fitness Session II
03:00 - 05:00 PM	Tennis Session II

**Schedule for Full day training + group english lessons**

09:45 - 10:45 AM	Fitness Session I
10:45 - 12:30 PM	Tennis Session I
12:30 - 02:00 PM	Lunch
02:00 - 03:00 PM	Fitness Session II
03:00 - 05:00 PM	Tennis Session II
06:00 - 09:00 PM	English

**Schedule for Half day training + group english lessons**

09:45 - 10:45 AM	Fitness Session
10:45 - 12:30 PM	Tennis Session
12:30 - 01:00 PM	Lunch
01:00 - 04:15 PM	English



## Tuition

1) Tuition for a 2020 player attending the Cañas Tennis Full Day Tennis + English Private program is :

- Weekly \$740 (Non-boarding) \$1,190 (Full boarding)

Tuition includes coaching, performance training and lunch. Private English lessons 1 hr. In Full boarding housing and dinner is also included.

2) Tuition for a 2020 player attending the Cañas Tennis Full Day Tennis + Talk Institute English Group program is :

- Weekly \$855 (Non-boarding) \$1,275 (Full boarding)

Tuition includes coaching, performance training and lunch. Group English lessons 3:15 hs. In Full boarding housing and dinner is also included.

3) Tuition for a 2020 player attending the Cañas Tennis Half Day Tennis + Talk Institute English Group program is :

- Weekly - \$775 (Non-boarding) \$1,190 (Full boarding)

Tuition includes coaching, performance training and lunch. Group English lessons 3:15 hs. In Full boarding housing and dinner is also included.

There are several payment options available.  
Please contact Operations for more information by phone +1-305-816-6692 or email: [info@canastennis.com](mailto:info@canastennis.com)



## Facilities

Cañas Tennis is located at the historic Turnberry Isles Miami Hotel and Turnberry Yacht Club.



Turnberry Isles Miami Hotel provides four (4) immaculately maintained clay HydroCourts and two (2) Laykold, long-lasting acrylic Hard Court tennis systems, the official surface of the Miami Open, ready for the exclusive use of Resort Guests and Turnberry Isle Miami Club Members. Choose from a variety of lessons, clinics, social and competitive tennis programs and events designed for all ages and skill levels. In our state-of-the-art Pro Shop, you'll find a large selection of tennis and fitness fashions and equipment for men, women and children, from brands such as Nike and Fila as well as our very own Turnberry Isle brand. Racquet customization, including 24-hour stringing, is also available.

Guests booking a Tennis Destination at Cañas Tennis will receive a discount on their hotel stay at Turnberry Isle Miami. For more information and availability log on to [www.turnberryislemiami.com](http://www.turnberryislemiami.com).



## Turnberry Yacht Club



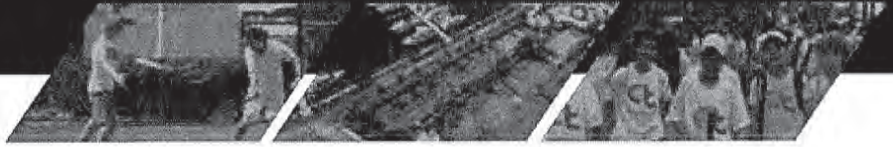
- Turnberry Yatch Club houses 8 courts
- 4 Laykold cushioned hard courts, all lighted for evening play.
- 4 state-of-the-art clay courts, with green American clay.
- All courts are equipped with the most up-to-date watering system available.
- Gym
- Restaurant
- Club House – Pro shop
- Swimming pool
- Free Wi-Fi connection
- Parking

Turnberry Yatch Club  
19735 Turnberry Way - Aventura 33180 - Florida





cañastennis



## Appendix B 2020 - 2021

# Winter Camp Program



# Winter Camp

program 2020 - 2021



This winter get involved in one of the most challenging and rewarding high performance tennis camps in Florida. With passion and enthusiasm our team of tennis professionals will help your child achieve the next level in their game while having a lot of fun!

Register before November 21st, and get a special 5% discount besides other special offers and discounts.



## About Cañas Tennis

Cañas Tennis fulfills a lifelong dream that Guillermo Cañas, Martín García and Gustavo Oribe all had in common: to create a path for young individuals to achieve success in tennis and all facets of life.

At the heart of the concept was the desire to create a support system that allowed each participant, whether they attended for a day, a month or years, to become a better prepared player and active citizen.

Student athletes are educated and prepared for success by combining access to the best facilities, the best performance training and sport-specific training with moral and intellectual development. Cañas Tennis embodies these values, which are the main principles behind the successful professional tennis career of Guillermo Cañas.

We are dedicated to educating the student athlete in all aspects of tennis. The program is athlete centered. Each athlete is tested and assessed so that an individual plan for success may be developed.

We are located in Miami, a prime setting conducive to developing tennis champions.





## Mission and Philosophy Statement

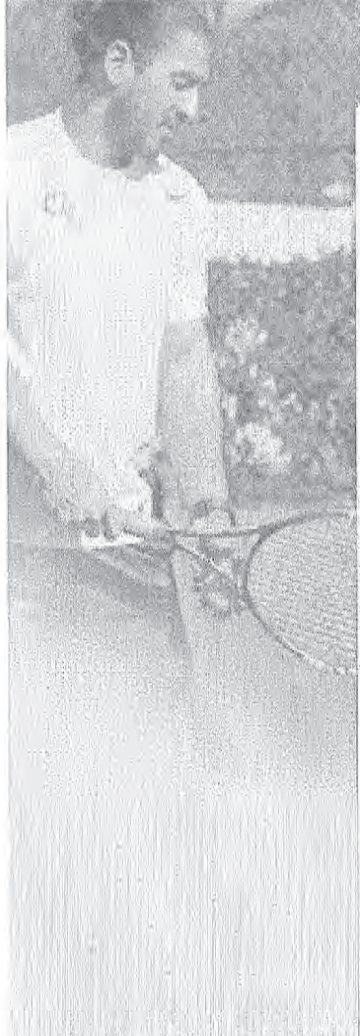
Cañas Tennis provides an extensive tennis program that focuses on the technical, tactical, physical and mental development of the player which is the main foundation of the Argentinean methodology of teaching, while fulfilling the holistic needs of each player in his/her quest to achieve the highest growth possible.



Cañas Tennis leadership devised a philosophy of coaching tennis through an "Integral System" in order to reach maximum success for each individual athlete.

Specific progression drills and techniques are developed so that each student understands the correct sequence of successful tennis to become the best player, as well as an active individual in life.





## Winter Camp

### REGULAR Winter Camp

Cañas Tennis is the premier winter camp for children ages 8 – 18. Located within the beautiful gated community of the Turnberry Isle Yacht Club in Aventura, Florida, our mission is to ensure elite instruction in a fun and secure environment. Our weeklong camps are designed to create interest and maximize potential of each child. Tennis is taught by our full time USPTA, PTR Certified Professionals and student/teacher ratios are kept within 5:1. Space is limited and reservations will be taken in the order received.

### QUICK START Winter Camp

Cañas Tennis is the premier QUICK START winter camp for children ages 4 – 8. Located within the beautiful gated community of the Turnberry Isle Yacht Club in Aventura, Florida, our mission is to ensure elite instruction in a fun and secure environment. Our weeklong camps are designed to create interest and maximize potential of each child. Tennis is taught by our full time USPTA, PTR Certified Professionals and student/teacher ratios are kept within 6:1. Space is limited and reservations will be taken in the order received. This camp is geared toward beginners learning under the QUICK START format (short-court).  
- 8 AND UNDER PROGRAM is taught on a 36' court.



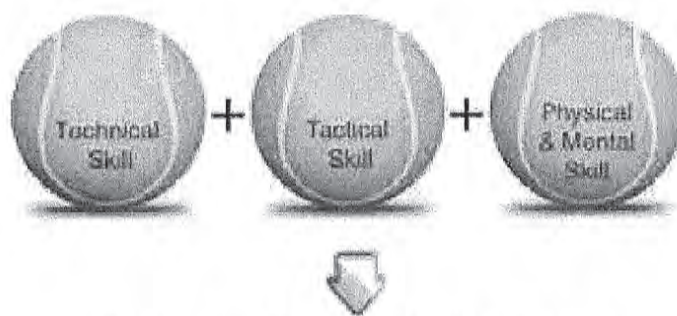
### Must bring items:

- Tennis Racquet
- Comfortable tennis clothing
- Tennis shoes
- Bag pack or tennis pack
- Water bottle
- Hat
- Sunblock
- One change of clothes
- Label all articles with your child's name



## Tennis Training: The Integral System

The Cañas Tennis leaders devised a method of tennis coaching. The Integral System is created based in the fundamental exercises of the Argentinean training method that strives to achieve the optimal development of the player.



Optimum Tennis Performance

### Technical skills

- Tennis Technique
- Biomechanics
- Technique optimization for potential development

### Tactical skills

- Strategy and Tactical Guidance
- How and when to apply shots
- Adaptation of shots and mobility to every surface

### Physical & Mental skills

- Strength and Endurance
- Agility and Flexibility
- Strength training in gym
- Student-athletes and parents will learn how to manage the emotional factor of tennis.
- Our certified sport psychologist and sport physiotherapist will be available on and off the court (upon request).



## Schedule

The 2020 - 2021 Winter Camp Program has rolling admissions, so a child may start at any phase of the program.

### Session DATES

Week 1:	December 7 - 11
Week 2:	December 14 - 18
Week 3:	December 21 - 24
Week 4:	December 28 - 31

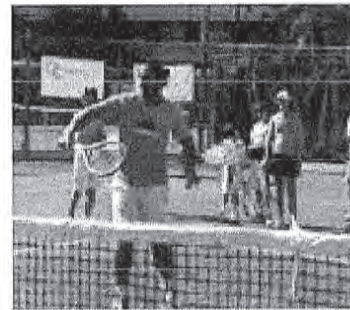
A typical day includes:

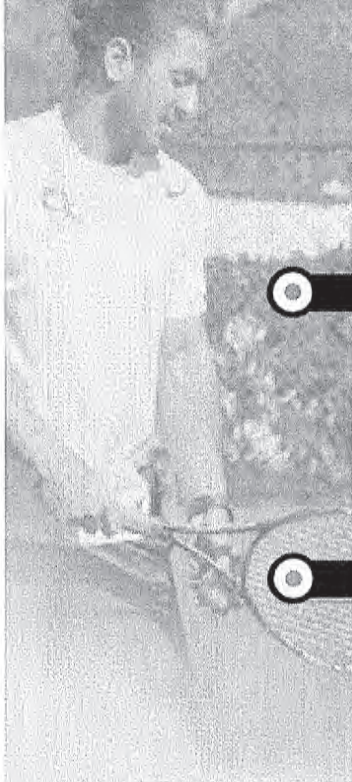
### REGULAR Winter Camp Schedule

9:00 - 12:00 PM	Drilling and Technique / Fitness
12:00 - 1:30 PM	Lunch / Recreational Activities
1:30 - 3:00 PM	Match Play / Team Competitions

### QUICK START Winter Camp Schedule

9:00 - 12:00 PM / 12:00 - 3:00PM	Learning and developing motor skills / Fitness
----------------------------------	--





## Admission and Tuition

Tuition for a 2020 - 2021 student attending the Cañas Tennis Winter Camp program is:

### REGULAR Winter Camp

\$ 395	One (1) Week Session (lunch included) 9am-3pm
\$ 120	Daily Session (lunch included) 9am-3pm
\$ 290	One (1) Week Session Half Day (lunch not included) 9am-noon
\$ 80	Half Day Session (lunch not included) 9am-noon

### QUICK START Winter Camp

\$ 345	One (1) Week Session \$78 Daily Session / Lunch included 9am-3pm
\$ 270	One (1) Week Session Half Day \$65 Daily Session/ Lunch not included 9am-noon

For both Programs following discounts apply:

- 5% discount for siblings.
- 10% discount on each week for players participating in the all year Cañas Tennis After School Program.

There are several payment options available.

Please contact Operations for more information by phone +1-305-816-6692 or email: [info@canastennis.com](mailto:info@canastennis.com)



## Facilities

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Turnberry Isles Miami Hotel provides four immaculately maintained clay HydroCourts and two Laykold, long-lasting acrylic Hard Court tennis systems, the official surface of the Miami Open, ready for the exclusive use of Resort Guests and Turnberry Isle Miami Club Members. Choose from a variety of lessons, clinics, social and competitive tennis programs and events designed for all ages and skill levels. In our state-of-the-art Pro Shop, you'll find a large selection of tennis and fitness fashions and equipment for men, women and children, from brands such as Nike and Fila as well as our very own Turnberry Isle brand. Racquet customization, including 24-hour stringing, is also available.

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## Turnberry Yacht Club



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- Gym
- Restaurant
- Club House – Pro shop
- Swimming pool
- Free Wi-Fi connection
- Parking

Turnberry Yatch Club  
19735 Turnberry Way - Aventura 33180 - Florida



## Competitive Weekly Winter Camp program 2020 - 2021



The 2020-2021 Cañas Tennis Competitive Weekly Winter Camp Programs have been designed by the successful and only member of the great "Argentine Legion" who decided to settle and establish his tennis academy in the United States, which has earned numerous achievements.

The Cañas Tennis Competitive Weekly Winter Camp Programs are designed for players seeking to improve their tennis ability in an intensive short-term program. Weekly athletes maximize their time on court focus on key aspects of their game.



## About Cañas Tennis

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At the heart of the concept was the desire to create a support system that allowed each participant, whether they attended for a day, a month or years, to become a better prepared player and active citizen.

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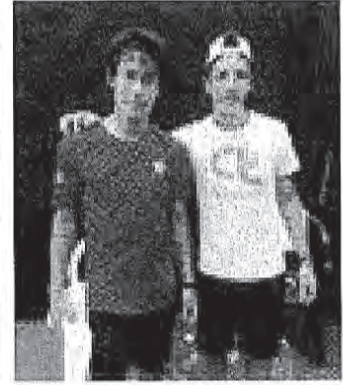
We are located in Miami, a prime setting conducive to developing tennis champions.





## Mission and Philosophy Statement

Cañas Tennis provides an extensive tennis program that focuses on the technical, tactical, physical and mental development of the player which is the main foundation of the Argentinean methodology of teaching, while fulfilling the holistic needs of each player in his/her quest to achieve the highest growth possible.



Cañas Tennis leadership devised a philosophy of coaching tennis through an "Integral System" in order to reach maximum success for each individual athlete.

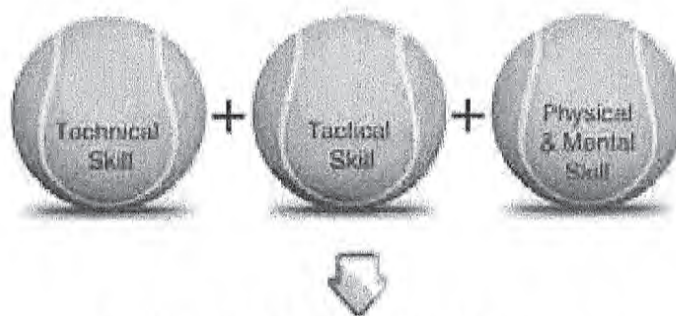
Specific progression drills and techniques are developed so that each student understands the correct sequence of successful tennis to become the best player, as well as an active individual in life.





## Tennis Training: The Integral System

The Cañas Tennis leaders devised a method of tennis coaching. The Integral System is created based in the fundamental exercises of the Argentinean training method that strives to achieve the optimal development of the player.



### Optimum Tennis Performance

#### Technical skills

- Tennis Technique
- Biomechanics
- Technique optimization for potential development

#### Tactical skills

- Strategy and Tactical Guidance
- How and when to apply shots
- Adaptation of shots and mobility to every surface

#### Physical & Mental skills

- Strength and Endurance
- Agility and Flexibility
- Strength training in gym
- Student-athletes and parents will learn how to manage the emotional factor of tennis.
- Our certified sport psychologist and sport physiotherapist will be available on and off the court (upon request).

## Schedule



The Competitive Weekly Winter Camp programs run from December 7th to January 1st . A typical day includes:

### Schedule for Boarding players

08:00 AM	Breakfast
09:00 – 11:00 AM	Tennis Session I
11:00 – 12:00 PM	Fitness Session I
12:00 – 01:00 PM	Lunch
01:00– 02:00 PM	Regeneration - (English - Tutoring)
02:00 – 04:00 PM	Tennis Session II
04:00 – 05:00 PM	Fitness Session II
07:30 PM	Dinner

### Schedule for Non - boarding players

09:00 – 11:00 AM	Tennis Session I
11:00 – 12:00 PM	Fitness Session I
12:00 – 01:00 PM	Lunch
01:00 – 02:00 PM	Regeneration
02:00 – 04:00 PM	Tennis Session II
04:00 – 05:00 PM	Fitness Session II

### Schedule for Half day players (morning)

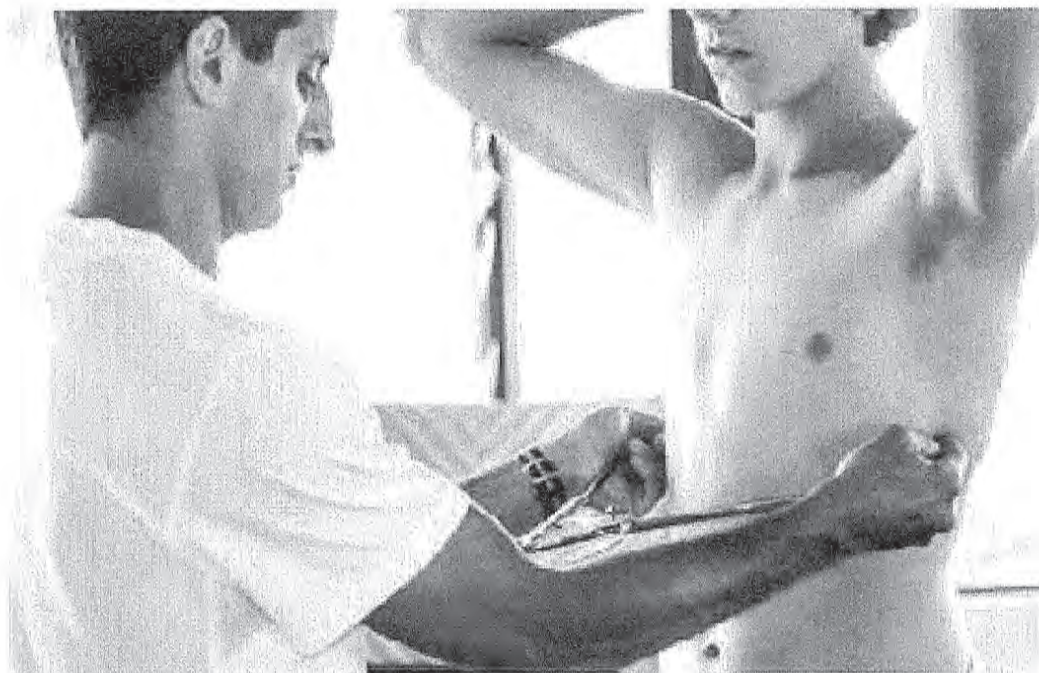
9:00 – 11:00 AM	Tennis Session I
11:00 – 12:00 PM	Fitness Session I

### Schedule for Half day players (afternoon)

2:00 – 4:00 PM	Tennis Session II
4:00 – 5:00 PM	Fitness Session II

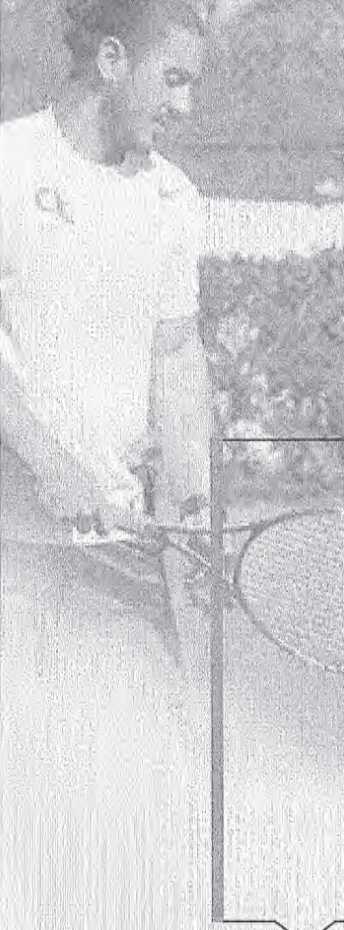


## Periodization



The schedule is broken into a group of macro and micro cycles.

- **Pre-Competition Phase:** The pre-competition cycle, physical training and skill building is emphasized. While there is a focus on physical conditioning, sport specific training is a major component.
- **Competition Phase:** This period is the height of our sport specific training. Our staff makes sure that each athlete has the right competition schedule for maximum success and exposure.
- **Post-Competition/Rest Phase:** A period of active rest, less sport-specific training and more skill building.



## Admission and Tuition

We are striving to build a community of passionate young people dedicated to being the best tennis players and students.

Tuition for a 2020-2021 player attending the Cañas Tennis Weekly Winter Camp program is:

- \$490 (non-boarding)
  - Non-boarding tuition includes coaching, performance training and lunch.
- \$940 (full boarding)
  - Full boarding tuition includes housing, coaching, performance training, two meals (lunch & dinner) per day and optional transportation from dorms to courts. (Tournament travel and fees are not included in tuition.)
- \$350 (non-boarding half sessions morning or afternoon)



## Additional Services

1. Private Lesson per hour:
  - Starting at \$65 // Guillermo Cañas \$250
2. English Private Lesson: \$ 60/day - \$250/week
3. Video Analysis of Technical & Physical movements: us\$ 135
4. Anthropometric + Muscular Strength Evaluation: us\$135
5. Massage / Physiotherapist
6. Sport Psychologist

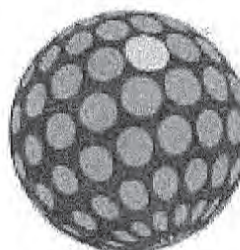




## English as a Second Language (ESL) Studies

Cañas Tennis is affiliated to TALK International School of Languages, place where students from all over the world come together, providing them the opportunity to organize the day so they can have a top-level tennis training while learning English

in an educational and supportive environment. It is no surprise that TALK students finish our programs with excellent fluency and confidence.



**TALK**  
SCHOOL OF  
LANGUAGES

### Group Lessons:

TALK's English programs are built around a core curriculum providing classes with both structure and flexibility. Classes are offered at 9 levels of proficiency, from beginner to fluency with appropriate text materials provided for each level. All class levels are based on an integrated approach to language acquisition by focusing on the development of speaking, listening, reading and writing skills.

### General English:

General English programs focus on the development of general language proficiency and an understanding of American life and culture. The courses will prepare you for social interaction and day-to-day activities.

**TOEFL iBT Exam:** We help you obtain the highest possible score through intensive programs designed for your needs. Our TOEFL iBT program will teach you specific test strategies while improving your overall English language proficiency necessary for a high TOEFL iBT score.

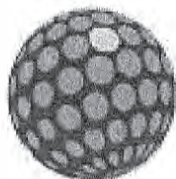
All students will be given an English Placement test upon arrival. If the student is not at the required level to begin their program, they will be placed in an English course at the appropriate level (low beginner to intermediate).

Consistent feedback from your instructors about practice exam performance, course assignments and skills-improvement.

Online practice exams and TOEFL iBT content review.



## English programs



**TALK**  
SCHOOL OF  
LANGUAGES



Cañas Tennis offers the possibility of a Weekly Tennis training complementing learning English language.

Options:

- 1) Full day training Cañas Tennis, with private English classes.
- 2) Full Day Cañas Tennis training with group English classes.
- 3) Half day Cañas Tennis training with group English classes the other day shift.



### Schedule for Full day training + private english lessons

09:00 – 11:00 AM	Tennis Session I
11:00 – 12:00 PM	Fitness Session I
12:00 – 01:00 PM	Lunch
01:00 – 02:00 PM	English
02:00 – 04:00 PM	Tennis Session II
04:00 – 05:00 PM	Fitness Session II



### Schedule for Full day training + group english lessons

09:00 – 11:00 AM	Tennis Session I
11:00 – 12:00 PM	Fitness Session
12:00 – 01:00 PM	Lunch
01:00 – 02:00 PM	Regeneration
02:00 – 04:00 PM	Tennis Session II
06:00 – 09:00 PM	English



### Schedule for Half day training + group english lessons

09:00 – 11:00 AM	Tennis Session
11:00 – 12:00 PM	Fitness Session
12:00 – 12:45 PM	Lunch
01:00 – 04:15 PM	English



## Tuition

1) Tuition for a 2020 - 2021 player attending the Cañas Tennis Full Day Tennis + English Private program is :

- Weekly \$740 (Non-boarding) \$1,190 (Full boarding)

Tuition includes coaching, performance training and lunch. Private English lessons 1 hr. In Full boarding housing and dinner is also included.

2) Tuition for a 2020 - 2021 player attending the Cañas Tennis Full Day Tennis + English Talk Institute Group program is :

- Weekly \$855 (Non-boarding) \$1,275 (Full boarding)

Tuition includes coaching, performance training and lunch. Group English lessons 3:15 hs. In Full boarding housing and dinner is also included.

3) Tuition for a 2020 - 2021 player attending the Cañas Tennis Half Day Tennis + English Talk Institute Group program is :

- Weekly - \$775 (Non-boarding) \$1,190 (Full boarding)

Tuition includes coaching, performance training and lunch. Group English lessons 3:15 hs. In Full boarding housing and dinner is also included.

There are several payment options available.  
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## Facilities

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- Gym
- Restaurant
- Club House – Pro shop
- Swimming pool
- Free Wi-Fi connection
- Parking

Turnberry Yatch Club  
19735 Turnberry Way - Aventura 33180 - Florida



**APPENDIX C  
REVENUE SCHEDULE AND PRICE LIST**

**I. GUARANTEED MONTHLY FEES**

Guaranteed Monthly Fees shall be received by the County from the Contractor on or before the first Day of the month, without billing.

<b>TROPICAL PARK</b>				
<b>Guaranteed Fee/Month Year 1</b>	<b>Guaranteed Fee/Month Year 2</b>	<b>Guaranteed Fee/Month Year 3</b>	<b>Guaranteed Fee/Month Year 4</b>	<b>Guaranteed Fee/Month Year 5</b>
\$5,600	\$5,600	\$5,600	\$5,600	\$5,600
<b>Guaranteed Fee/Month Year 6</b>	<b>Guaranteed Fee/Month Year 7</b>	<b>Guaranteed Fee/Month Year 8</b>	<b>Guaranteed Fee/Month Year 9</b>	<b>Guaranteed Fee/Month Year 10</b>
\$5,600	\$5,600	\$5,600	\$5,600	\$5,600

<b>IVES ESTATES PARK</b>				
<b>Guaranteed Fee/Month Year 1</b>	<b>Guaranteed Fee/Month Year 2</b>	<b>Guaranteed Fee/Month Year 3</b>	<b>Guaranteed Fee/Month Year 4</b>	<b>Guaranteed Fee/Month Year 5</b>
\$3,400	\$3,400	\$3,400	\$3,400	\$3,400
<b>Guaranteed Fee/Month Year 6</b>	<b>Guaranteed Fee/Month Year 7</b>	<b>Guaranteed Fee/Month Year 8</b>	<b>Guaranteed Fee/Month Year 9</b>	<b>Guaranteed Fee/Month Year 10</b>
\$3,400	\$3,400	\$3,400	\$3,400	\$3,400

<b>TAMIAMI PARK</b>				
<b>Guaranteed Fee/Month Year 1</b>	<b>Guaranteed Fee/Month Year 2</b>	<b>Guaranteed Fee/Month Year 3</b>	<b>Guaranteed Fee/Month Year 4</b>	<b>Guaranteed Fee/Month Year 5</b>
\$3,567	\$3,567	\$3,567	\$3,567	\$3,567
<b>Guaranteed Fee/Month Year 6</b>	<b>Guaranteed Fee/Month Year 7</b>	<b>Guaranteed Fee/Month Year 8</b>	<b>Guaranteed Fee/Month Year 9</b>	<b>Guaranteed Fee/Month Year 10</b>
\$3,567	\$3,567	\$3,567	\$3,567	\$3,567

**II. GUARANTEED MONTHLY FEE FORCE MAJEURE SLIDING SCALE**

Guaranteed Monthly Fees shall be received by the County from the Contractor on or before the first Day of the month, without billing. The following sliding scale will be temporarily implemented when all of the following are present, as reasonably determined by the County: (a) the County Mayor has declared a state of emergency resulting from COVID-19 or any other pandemic; (b) the use and operations of the Facilities are materially and negatively impacted by COVID-19 or any other pandemic; and (c) the Contractor provides written notice to the County, along with any supporting documentation and evidence reasonably requested by the County, that the prior subsections (a) and (b) are in effect. The sliding scale reduction set forth below shall be implemented upon written notice issued by the County.

Guaranteed Fee/Monthly Rent as denoted in Section I. above will be reduced as follows:

**Tropical Park:** Reduction of 50% to \$2,800  
Plus 5% of gross receipts up to \$56,000 per month  
7.5% gross receipts of from \$56,001 - \$66,000  
10% gross receipts above \$66,001

**Ives Estates:** Reduction of 70% to \$1,020  
Plus 7.5% of gross receipts up to \$10,000  
10% gross receipts from \$10,001 - \$20,000  
12.5% gross receipts above \$20,001

**Tamiami Park:** Reduction of 50% to \$1,783.50  
Plus 5% of gross receipts up to \$28,000  
7.5% gross receipts from \$28,001 - \$38,000  
10% gross receipts above \$38,001

The sliding scale reduction set forth above will cease upon the occurrence of any of the following, whichever occurs first: (a) the state of emergency declared by the County Mayor has ceased to exist; or (b) when any restrictions implemented by the County on the use and operations of the Facilities expire, are lifted or are removed.

**III. TENNIS CENTER PRO SHOP ITEM PRICE LIST**

The information below is a sample offering of the accessories and clothing items for each Pro Shop. A final listing of items will be prepared once the Contractor has evaluated each Pro Shop and determined the proper allocation of accessories and clothing items for each.

<b>Inventory</b>	<b>Price</b>
Cañas Black Shirt Medium	\$ 20.00
Cañas Black Shirt Small	\$ 20.00
Cañas Black Shirt Youth Large	\$ 20.00
Cañas Black Shirt Youth Medium	\$ 20.00
Cañas Black Shirt Youth Small	\$ 20.00
Cañas White Shirt Large	\$ 20.00
Cañas White Shirt Medium	\$ 20.00
Cañas White Shirt Small	\$ 20.00
Cañas White Shirt Youth Large	\$ 20.00

Cañas White Shirt Youth Medium	\$	20.00
Cañas White Shirt Youth Small	\$	20.00
KT Tape Elastic Black	\$	13.99
KT Tape Elastic Purple	\$	13.99
KT Tape Elastic Red	\$	13.99
KT Tape Pro Beige	\$	19.99
KT Tape Pro Black	\$	19.99
KT Tape Pro Blue	\$	19.99
KT Tape Pro Orange	\$	19.99
KT Tape Pro Pink	\$	19.99
KT Tape Pro Red	\$	19.99
KT Tape Pro Yellow	\$	19.99
Lacoste Black Miami Open T-Shirt	\$	50.00
Lacoste White Miami Open T-Shirt	\$	50.00
Lacoste Red Miami Open T-Shirt	\$	50.00
Lacoste White Shirt Medium	\$	50.00
Mini Jumbo Tennis Pink Ball	\$	10.00
Mini Jumbo Tennis Yellow Ball	\$	10.00
Lacoste Dark Blue Shirts	\$	45.00
Lacoste Aqua Blue Collar Buttoned Shirt	\$	45.00
Lacoste Black/Green Shorts	\$	30.00
Lacoste Blue Shorts	\$	36.00
Lacoste Blue Tank Top	\$	45.00
Lacoste Miami Open top Black	\$	20.00
Lacoste Cap Aqua	\$	24.00
Lacoste Cap Blue	\$	24.00
Lacoste Cap Purple	\$	24.00
Lacoste Cap Red	\$	24.00
Lacoste Cap White	\$	24.00
Lacoste Cream Collar Buttoned Shirt X-Small	\$	50.00
Lacoste Dark Blue Collar Buttoned Shirt	\$	45.00
Lacoste Dri-Fit Aqua Blue Shirt Medium	\$	45.00
Lacoste Dri-Fit Aqua Blue Shirt Small	\$	45.00
Lacoste Dri-Fit Black Shorts	\$	50.00
Lacoste Dri-Fit Capri	\$	60.00



Lacoste Dri-Fit Dark Blue Buttoned Shirt	\$	55.00
Lacoste Dri-Fit Dark Blue Shirt Large	\$	55.00
Lacoste Dri-Fit Dark Blue Shirt Medium	\$	55.00
Lacoste Dri-Fit Dark Blue Shirt Small	\$	55.00
Lacoste Dri-Fit Dark Blue Shirt X-Large	\$	55.00
Lacoste Dri-Fit Dark Blue Shirt XX-Large	\$	55.00
Lacoste Dri-Fit Grey Shirt Large	\$	55.00
Lacoste Dri-Fit Grey Shirt Medium	\$	55.00
Lacoste Dri-Fit Grey Shirt Small	\$	55.00
Lacoste Dri-Fit Light Blue Buttoned Shirt Medium	\$	45.00
Lacoste Dri-Fit Light Blue Buttoned Shirt X-Large	\$	45.00
Lacoste Dri-Fit Pink Tank Top	\$	40.00
Lacoste Dri-Fit Shirt Black X-Small	\$	45.00
Lacoste Dri-Fit Shirt Grey/Green Small	\$	40.00
Lacoste Dri-Fit Shirt Orange X-Small	\$	40.00
Lacoste Dri-Fit White Shorts	\$	40.00
Lacoste Dri-Fit White Tank Top	\$	50.00
Lacoste Dri-Fit Yellow Tank Top	\$	50.00
Lacoste Girls Blue Tank Top Shirt	\$	50.00
Lacoste Girls Shorts	\$	50.00
Lacoste Green Collar Buttoned Shirt	\$	45.00
Lacoste Light Blue Collar Buttoned Shirt	\$	45.00
Lacoste Men's Blue Shorts	\$	50.00
Lacoste Orange Collar Buttoned Shirt	\$	45.00
Lacoste Orange Shorts	\$	50.00
Lacoste Orange Tank Top	\$	55.00
Lacoste Pink Shorts	\$	50.00
Lacoste Red Shorts	\$	50.00
Lacoste Tee White Shirt Large	\$	45.00
Lacoste Tee White Shirt Medium	\$	45.00
Lacoste Wristbands	\$	15.00
Cañas Tennis Sport-Tek Shirt Large	\$	30.00
Cañas Tennis Sport-Tek Shirt Medium	\$	30.00
Cañas Tennis Sport-Tek Shirt Small	\$	30.00
Cañas Tennis White Shirt Large	\$	30.00

Cañas Tennis White Shirt Medium	\$	30.00
Cañas Tennis White Shirt Young Large	\$	30.00
Tecnifibre Balls Individual Can	\$	7.00
Tecnifibre Dampers	\$	5.00
Tecnifibre Rackets Kids 21"	\$	25.00
Tecnifibre Rackets Kids 23"	\$	28.00
Tecnifibre Rackets Kids 25"	\$	33.00
Tecnifibre ATP Dampers	\$	7.80
Tecnifibre ATP World Tour Bag Blue	\$	95.00
Tecnifibre ATP World Tour Bag Orange	\$	95.00
Tecnifibre Black Code 17"	\$	8.95
Tecnifibre Blue Shirt Small	\$	20.00
Tecnifibre Grey/Pink/Blue Bag	\$	70.00
Tecnifibre Multifeel 16"	\$	14.00
Tecnifibre Multifeel 17"	\$	14.00
Tecnifibre NRG2 17"	\$	17.95
Tecnifibre Cap White	\$	12.00
Tecnifibre Overgrips x30	\$	40 /\$3 per unit
Tecnifibre Pink Bag	\$	60.00
Tecnifibre Razor Code 17"	\$	15.95
Tecnifibre Synthetic S.Gut 16"	\$	6.00
Tecnifibre Synthetic S.Gut 17"	\$	6.00

#### IV. TENNIS PROGRAMS AND FEES FOR TENNIS CENTER

##### A. FULL-TIME COMPETITIVE PROGRAM

Monday-Friday 9:00 a.m. - 5:00 p.m.

Non-Boarding Monthly Cost: \$2,250

Full Day Cost: \$1,200 Half Day

##### HIGH-PERFORMANCE FULL-TIME PROGRAM

Full Session: Monday – Friday 9:00 a.m. – 4:00 p.m.

Weekly Cost: \$375

Half Session: 9:00 a.m. – 12:00 p.m.

Weekly Cost: \$225

##### B. COMPETITIVE PROGRAM

Monday-Friday 9:00 a.m. - 12:00 p.m. and 2:00 p.m. - 5:00 p.m.

Non-Boarding Weekly Cost: \$590

Full Session Full Day Cost: \$130

Non-Boarding Weekly Cost: \$390

Half Session Half Day Cost: \$90

Boarding Weekly Cost: \$1,190

**C. AGES 12 YEARS OLD AND UNDER COMPETITIVE**

Monday-Friday 9:00 a.m. - 3:00 p.m.

Weekly Cost: \$395

Full Session Full Day Cost: \$110

Weekly Cost: \$290

Half Session Half Day Cost: \$80

**Private Lesson:** \$65 per hour

**Semi-Private Lesson:** \$35 per hour (per person)

**D. AFTERSCHOOL PROGRAMS**

**1. QUICKSTART AFTERSCHOOL PROGRAM**

**Tiny Tots** (Ages 3 - 5 years old)

**Quick Start** (Ages 5 - 8 years old)

Monday to Friday from 4:00 p.m. - 7:00 p.m.; Saturday 11:00 a.m. - 12:00 p.m.

Group 1 (3 - 4 years old): 4:00 p.m. - 5:00 p.m.

Group 2 (5 - 6 years old): 5:00 p.m. - 6:00 p.m.

Group 3 (7 - 8 years old): 6:00 p.m. - 7:00 p.m.

**Weekly Cost:**

\$25 - 1 time per week

\$40 - 2 times per week

\$60 - 3 times per week

\$90 - 4 times per week

**2. REGULAR JUNIOR AFTERSCHOOL**

(Ages 9 & up)

Monday - Friday 4:30 p.m. - 6:00 p.m. & 6:00 p.m. - 7:30 p.m.;

Saturday 11:00 a.m. - 12:30 p.m.

**Weekly Cost:**

\$35 - 1 time per week

\$45 - 2 times per week

\$860- 3 times per week

\$70 - 4 times per week

- 6 players maximum per Coach

**3. COMPETITIVE JUNIOR AFTERSCHOOL**

**Pre-Academy** (Ages 9 & under) Monday - Friday 6:00 p.m. - 7:30 p.m.

**Academy** (Ages 12 & under) Monday - Friday 6:00 p.m. - 7:30 p.m.

**Competitive** (Ages 12 & up) Monday - Friday 6:00 p.m. - 7:30 p.m.

**Weekly Cost:**

\$40 - 1 time per week

\$60 - 2 times per week

\$80 - 3 times a week

\$100 - 4 times a week

**Private Lesson:** \$65 per hour

**Semi-Private Lesson:** \$35 per hour (per person)

- 5 player maximum per Coach

- 5% sibling discount

- Payment is due by the 5th of every month otherwise a \$35 late fee will be assessed.

**4. RECREATIONAL AFTERSCHOOL PROGRAM**

(Ages 9-16 years old)  
 Saturday 10:00 a.m. - 1100 a.m.  
**Weekly Cost:**  
 \$16.00

- Miami-Dade County residents will receive a 10% discount on all Junior Programs

**E. SUMMER & WINTER CAMPS PROGRAMS**

**1. QUICK START SUMMER & WINTER CAMP**

(Ages 3- 8 years old)  
 Monday-Friday  
 \$345 One Week Session (9:00 a.m. - 3:00 p.m.)  
 \$78 Daily Session  
 \$270 One Week Session Half Day (9:00 a.m. – 12:00 p.m.)  
 \$65 Half Day Session

**2. REGULAR SUMMER & WINTER CAMP DEVELOPMENT & COMPETITIVE CAMP**

**Tiny Tots** (Ages 3 - 5 years old)  
**Quick Start** (Ages 5 - 8 years old)  
**Junior** (Ages 9 & up)  
**Pre-Academy** (Ages 9 & under)  
**Academy** (Ages 12 & under)  
**Competitive** (Ages 12 & up)

Full Day: Monday - Friday 9:00 a.m. - 3:00 p.m.

**Weekly Cost:** \$395 Half Day: Monday – Friday 9:00 a.m. – 12:00 p.m.  
**Weekly Cost:** \$290 One Week Session Half Day (9:00 a.m. – 12:00 p.m.)

The following discounts apply to all camp programs:

- 5% discount for siblings; and
- Miami-Dade County residents will receive a 10% discount on all camp programs.

**3. COMPETITIVE SUMMER CAMP & WINTER CAMP**

(Ages 9-18 years old)  
 Monday-Friday 9:45 a.m. - 5:00 p.m.  
 Non-Boarding Weekly Cost: \$590                      Full Day - \$390 Half Day  
 Boarding Weekly Cost: \$1,190

**4. RECREATIONAL CAMP**

(Ages 5 – 14 years old)  
 Monday – Friday 9:00 a.m. – 12:00 p.m.  
**Weekly Cost:** \$150

- Miami-Dade County residents will receive a 10% discount on all Camp Programs.

**5. ADULTS TRAINING PROGRAM**

(Ages 19-99 years old)

Monday 7:00 p.m. – 8:30 p.m.

Advanced

Thursday 7:00 p.m. – 8:30 p.m.

Beginners and Intermediate

Wednesday 6:00 p.m. – 7:30 p.m.

Men's Night for Intermediate and

Advanced:

Match Play - \$25 per session

Monday, Wednesday and Friday 8:30 p.m. – 10:00 a.m.

Ladies Clinics - \$25 per session

**6. RECREATIONAL ADULT PROGRAM**

Monday 7:00 p.m. - 8:00 p.m. and Saturday 10:00 a.m. - 11:00 a.m.

**Weekly Cost:**

\$16.00 per session

- Miami-Dade County residents will receive a 10% discount on all Adult Programs.

**7. OUTREACH TO UNDER PRIVILEGED YOUTHS**

Contractor will offer the following for under privileged youths while upholding a minimum of 10 youths per Clinic:

- o Two (2), two to three hour Clinics every four (4) months at each Facility for youths and parents; total of eighteen (18) Clinics per year.

- o 40 one to two hour blocks to attend Summer Camps for tennis lessons.

**8. COURT RENTAL**

\$5.00 per person per 1 hour for singles and doubles (daytime)

\$6.00 per person per 1 hour for singles and doubles (nighttime)

**9. RACQUET RENTAL**

\$5 per racquet

**10. STRINGING**

\$27 per racquet with Cañas Tennis Academy, LLC string; and

\$12 per racquet with personal string

**11. COURT AVAILABILITY**

Keep at least one (1) tennis court available for public use at all parks.

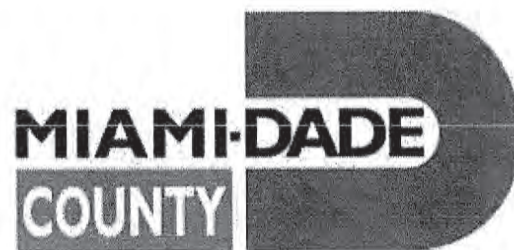
**Miami-Dade County residents will receive a 10% discount on monthly/weekly Programs.**

## **Appendix D Emergency Plan**

Contractor will use the same action plan,  
with corrective action readily available in accordance with all legal requirements, as the  
Miami Dade College Emergency Action Guide and Miami-Dade County, Florida Comprehensive Emergency Management Plan.

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

**VOLUME I**



*Delivering Excellence Every Day*

Miami-Dade County  
Office of Emergency Management  
9300 NW 41<sup>st</sup> Street  
Miami, FL 33178-2414  
(305) 468-5400  
[www.miamidade.gov/oem](http://www.miamidade.gov/oem)

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## RECORD OF CHANGES

Date	Description of Change	Page or Section
3/25/13	Revised Storm Surge Planning Map	190
3/25/13	Revised Evacuation Route Map	204
4/18/13	Addition of NDMS description	229
8/21/13	Community Response Team changed to Disaster Survivability Assessment Team	99
2016	Plan Names Updated	Throughout plan
2016	County Department Names and Roles and Responsibilities Updated	Throughout plan
2016	Critical Infrastructure List Updated	36-37
2016	Key Resources List Updated	36-37
2016	Hazards Lists Updated	38-47
2016	Population/Demographic Information Updated	32-35
2016	Subpart C – Impact Assessment Updated	66
2016	EOC Organizational Chart Updated	182
2016	Population by Storm Surge Planning Zones Chart Updated	183
2016	Mobile Home Park Map Updated	191
2016	Turkey Point Warning Sirens Map Updated	193
2016	Evacuation Centers Master List Updated	194-199
2016	MEC/PFEC List Updated	200
2016	MMF List Updated	201
2016	County Drawbridge List Updated	202
2016	Map of Drawbridges in Miami-Dade Updated	203
2016	County & Municipal Fire Stations Map Updated	204
2016	County & Municipal Police Stations Map Updated	205
2016	Hospital Map Updated	206
2016	EMAP Standards (2016) Referenced	Throughout plan
2016	Table 1 – OEM Plans, Annexes and Operations Guide Chart updated	17
2017	Recovery Section Updated	68-75
2017	Hazard Analysis Section Updated	32-47
2017	Hazard Demographics Section Updated	48-50
2017	Subpart A – Notification and Warning Updated	60-63
2017	ESF Descriptions and Formatting Updated	Appendices
2017	Data in Figures 1 through 34 Updated	Attachments
2017	Evacuation Pick-up Points Map Added	Attachments
2017	CEMP Maintenance Section Updated	18-19
2017	Foreign Nationals Section Added	67
2017	Foreign Nationals Annex Added	Appendices
2017	Day-to-Day County Management Diagram Added	Appendices
2017	ESF 6 Lead Agencies Updated	118
2017	MDCPS Roles & Responsibilities Updated	94
2017	StormReady References Added	Throughout plan
2017	Agency Name Changed to DOH Miami-Dade	Throughout plan



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## **EXECUTIVE SUMMARY**

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

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

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

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

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

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

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<sup>1</sup> As authorized by Chapter 252, Part I, Florida Statutes

<sup>2</sup> StormReady Guideline 3.1

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

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

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

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

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

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

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

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

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

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

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

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

## **BASIC PLAN**

### **INTRODUCTION**

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

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

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

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

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

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

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

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

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

## **PURPOSE**

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

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

## **SCOPE**

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

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

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

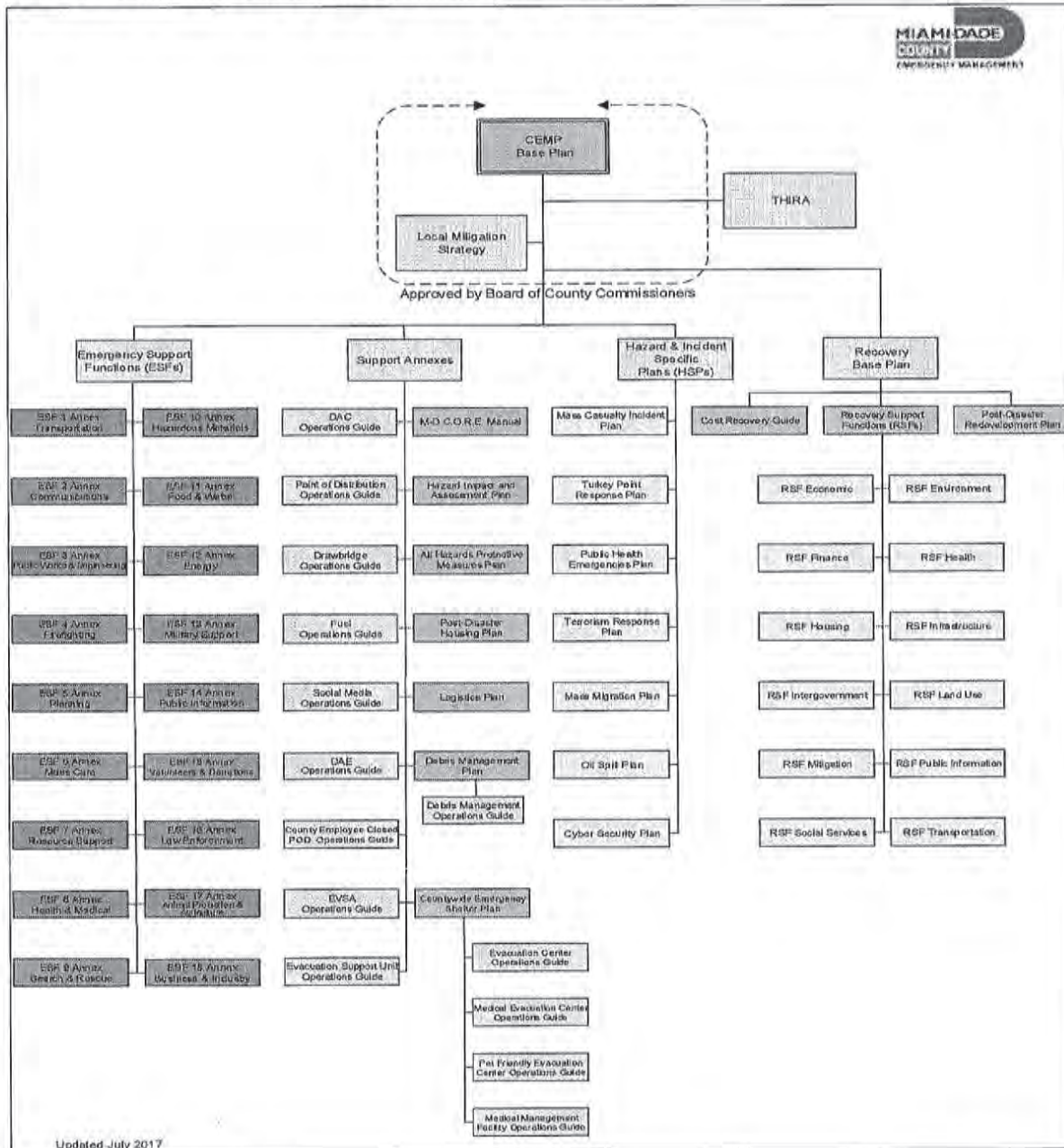
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<sup>3</sup> EMAP 4.4.1

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

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

Table 1 - OEM Plans, Annexes and Operations Guide Chart



## **CEMP MAINTENANCE<sup>4</sup>**

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

### **Advisory Committees**

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

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

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

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

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

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

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

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<sup>4</sup> EMAP 3.3.1 and 4.4.1



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

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

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

Revisions to the CEMP fall into two categories:

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

### **HSEEP Compliance and Plan Improvement**

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

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

These requirements are as follows:

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

## **AUTHORITIES AND REFERENCES**

### **PART 1 – AUTHORITIES AND REFERENCES**

#### **Codified Responsibilities**

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

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

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

### **Memoranda and References**

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

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

### **Americans with Disabilities Act and Guidelines for Functional Needs Support Services**

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

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

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

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<sup>5</sup> EMAP 3.5.2

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

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

### **Miami-Dade County**

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

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

### **State of Florida**

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

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

### **Florida Statutes**

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

### **Florida Administrative Code**

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

### **Executive Orders**

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

### **Federal Government**

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

Federal emergency management authorities and references include:

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

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

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

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

### **Chapter 8B EMERGENCY MANAGEMENT**

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

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

**Section 8B-1. Establishment:**

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

**Section 8B-2. Definitions:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Section 8B-6. Powers of the Mayor:**

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

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

(a) If the Declaration is to exceed thirty (30) days the Mayor, or the Chairperson of the Board of County Commissioners in the absence of the Mayor, shall present to the Board an additional affidavit stating the reasons for the extension.

(b) A Local State of Emergency may be terminated by executive order once conditions that prompted the declaration are no longer a threat.

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

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

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

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

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

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

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



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

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

(4) The Mayor will require all Miami-Dade County department and agency directors to develop emergency operations plans, establish staff members who will carry out these plans, represent their agencies during a disaster or emergency, and will make available to the Office of Emergency Management twenty-four (24) hour contact information and a system of notification of key employees.

(a) The directors of all Miami-Dade County departments and agencies that are required to report to and function in the EOC as outlined in the Plan, will appoint no less than six (6) staff members who will form the pool of that department's or agency's representatives that will be assigned to report to the EOC upon activation to represent their department or agency or serve as lead agency for a specific function.

(b) The directors of all Miami-Dade County departments and agencies will designate each staff member as essential or non-essential as defined in § 8B-2 (14-15). The function and responsibilities of "essential" staff will be outlined in the department or agency's preparedness plan pursuant to § 8B-9 (1). The directors shall submit a list of all "EOC-essential" staff members to the Office of Emergency Management each May. These "EOC-essential" staff members will serve in the Disaster Assistance Employee program.

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

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

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

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

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

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

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

(4) Provision of Shelter:

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

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

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

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

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

**Section 8B-9. County Department Preparedness Plans:**

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

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

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

- (a) A departmental or agency risk assessment and vulnerability analysis;
- (b) Preparedness and mitigation activities including procedures for employees who perform pre-event activities or shut down critical operations;
- (c) Operational procedures of the departmental or agency operations center or command post;
- (d) Direction and control including authorities and responsibilities of key personnel and the chain-of-command;
- (e) Communications (primary and back-up) systems that will be used to keep employees, on-duty and off-duty, informed of departmental response activities, to coordinate employees in order to carry out departmental missions, to keep in contact with customers and suppliers, and to coordinate with the Miami-Dade EOC;
- (f) Life safety procedures including employee alert and notification, assembly and accountability, evacuation procedures, employee/family preparedness and welfare;
- (g) Protection of facilities, equipment, supplies, and vital records;
- (h) Recovery and restoration of services including employee support, critical asset repair/replacement, and the continuity of operations;
- (i) Operating procedures for documenting departmental or agency emergency personnel, equipment, services, and materials expenditures and for their recovery or reimbursement from appropriate local, state, and federal sources;
- (j) Public information;
- (k) Administration and logistics.

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

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

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

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

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

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

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

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

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

**Section 8B-12. Penalties:**

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

**Section 8B-13. Emergency Operations Center Management:**

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

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

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

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

- (1) In accordance with the Plan, all incorporated municipalities within the boundaries of Miami-Dade County will be organized into divisions, determined by the Office Emergency Management.
- (2) One municipality within each division will be designated by the Director as a Divisional Emergency Operations Center and will be required to send a representative to the Miami-Dade EOC upon activation.
- (3) When requested by the Director, each Divisional EOC will activate their municipal EOC facility, send a trained representative to the Miami-Dade EOC, and take whatever actions are necessary to mitigate the effects of, assist in the response to, or recovery from, a disaster.
- (4) Once the Director activates the Divisional EOCs, their subordinate municipalities are required to make requests in accordance with the Plan.

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

- (1) Special facilities are those institutions or organizations whose populations are dependent upon the institution for transportation.
- (2) Special facilities are required to have a plan in place to be self-sufficient in an emergency that would require evacuation of their facility due to a natural or technological disaster.
- (3) These institutions include, but are not limited to assisted living facilities, schools (public and private), day care centers, elderly centers or other organizations.
- (4) The Plan will include provisions to allow these institutions to incorporate within their plans the use of reception centers, alert and notification and family reunification services.

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

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

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

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

## **SITUATION AND ASSUMPTIONS**

### **Situation<sup>6</sup>**

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

## **PART 1 – HAZARD ANALYSIS**

### **General Profile**

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

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

### **Climate**

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

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

### **Population & Demographics**

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

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<sup>6</sup> EMAP 4.1.1

<sup>7</sup> StormReady Guideline 3.1

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

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

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

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

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

Source: 2000 Census, 2010 Census, 2015 Population Estimates

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

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

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



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

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

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

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

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

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

### **Political Governance**

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

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

**Miami-Dade County Departments:**

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

**Built Environment**

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

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

**Critical Infrastructure**

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

**Key Resources**

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

- Waterways / Ports

#### **Building Stock**

- Commercial & Industrial Buildings
- Governmental Buildings
- Housing Stock

### **Economy**

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

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

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

### **Emergency Management Support Facilities**

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

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

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

<sup>9</sup> Greater Miami Convention and Visitors Bureau

<sup>10</sup> Bureau of Labor Statistics (2015)

## **PART 2 – NATURAL HAZARDS**

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

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

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

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

## **Hurricanes and Tropical Storms**

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

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

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

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

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

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

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

### **Tornadoes and Thunderstorms and Lightning Storms**

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

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

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

### **Flooding**

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

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

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

### **Droughts, Hot & Cold Weather, and Contaminated Water Supplies**

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

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

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

### **Wildfires**

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

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

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

### **Public Health Hazards**

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

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

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

### **Epidemic/Disease/Exotic Pests**

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

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

### **Climate Change**

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

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

#### **Wind Events**

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

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



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

#### Flooding and Sea Level Rise

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

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

#### Droughts and Wildfires

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

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

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

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

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

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

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

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

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

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

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

#### Epidemic, Diseases and Exotic Pests

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

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

### **PART 3 – TECHNOLOGICAL HAZARDS**

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

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

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

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

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

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

<sup>15</sup> Harvell, C.D. C.E. Mitchell, J.R. Ward, S. Altizer, A. Dobson, R.S. Ostfeld, and M.D. Samuel, 2002. Climate warming and disease risks for terrestrial and marine biota. *Science* 296:2159-2162.

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

### **Hazardous Materials Incidents**

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

### **Nuclear Power Plant**

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

### **Coastal Oil Spills**

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

## **PART 4 – HUMAN-CAUSED HAZARDS**

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

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

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

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

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

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

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

### **Mass Casualty**

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

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

### **Civil Disturbance**

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

### **Mass Migration**

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

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

### **Terrorism**

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

### **National Security**

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

## **PART 5 – HAZARD DEMOGRAPHICS**

### **Population**

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

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

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

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

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

### **Social Vulnerabilities, Physical Vulnerabilities and Community Conditions**

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

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

those who may not speak English as a primary language, those who may have limited financial resources or people who may be homeless.

- Physical Vulnerabilities include the built environment including residential and business structures, and infrastructure components such as roads, bridges, and energy and water systems.
- Community Conditions include indicators such as economic, social, environmental, governmental, insurance, special properties and the faith-based community. The network systems of a community that help sustain a community especially after a disaster.

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

### **Economic Profile**

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

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

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

### **Assumptions**

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

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

## **CONCEPT OF OPERATIONS**

### **PART 1 – NATIONAL INCIDENT MANAGEMENT SYSTEM/ INCIDENT COMMAND SYSTEM**

#### **General**

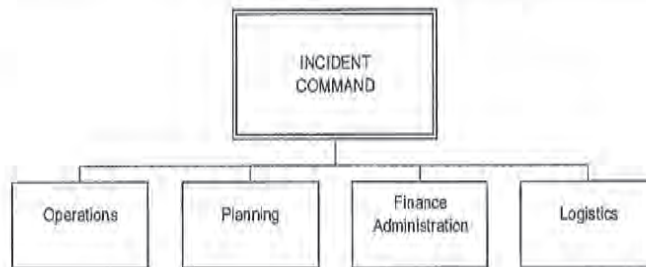
The National Incident Management System (NIMS) is a system mandated by Homeland Security Presidential Directive – 5 (HSPD-5) that provides a consistent nationwide approach for Federal, State, local and tribal governments; the private sector and non-governmental organizations (NGOs) to work effectively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

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

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<sup>16</sup> EMAP 4.5.1





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

To summarize, the major tenets of the ICS are:

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

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

**Levels of Disasters**

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

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

**Subpart A – Miami-Dade County**

**Emergency Authority**

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

and disaster preparations, response, and recovery activities are coordinated among the participating agencies.<sup>17</sup>

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

### **Disaster Assistance Employee (DAE) Program**

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

### **Use of Miami-Dade County Resources**

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

### **EOC Activation**

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

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

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

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

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

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<sup>17</sup> StormReady Guideline 1.1

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

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

When activated, the EOC is responsible for the following objectives<sup>18</sup>:

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

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

### **EOC Activation Levels**

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

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

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

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<sup>18</sup> StormReady Guideline 1.1

<sup>19</sup> EMAP 4.6.3 (9)

### **Level Three: Monitoring & Assessment**

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

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

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

### **Level Two: Partial**

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

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

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

### **Level One: Full-Scale**

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

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

### **EOC Structure**

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

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

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

## **EOC Branches**

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

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

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

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

The role of each branch is to:

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

### **Infrastructure Branch**

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

### **Human Services Branch**

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

### **Public Safety Branch**

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

### **Municipalities and Municipal Branch EOCs**

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

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

The Municipal Branch Representatives are responsible for:

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

### **Subpart B – State of Florida**

#### **Roles and Responsibilities**

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

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

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

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

Responsibilities of the State of Florida include:

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

### **Statewide Assistance**

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

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

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

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

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<sup>20</sup> EMAP 4.6.5



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

### **State Agencies**

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

### **Subpart C – Federal Government**

#### **Roles and Responsibilities**

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

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

#### **Federal Assistance**

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

#### **Federal Agencies**

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

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## **PART 2 – RESPONSE ACTIONS**

### **Subpart A – Notification and Warning<sup>21</sup>**

#### **General**

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

#### **Alert & Notification**

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

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

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

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

#### **OEM Duty Officer**

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

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

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<sup>21</sup> EMAP 4.7.1

<sup>22</sup> StormReady Guideline 2.2, 2.4 and Emergency Management Policy and Procedure I-4

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

### **Local Warning Points – Primary**

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

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

### **Local Warning Points – Secondary**

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

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

### **Warning and Status Updates**

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

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

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

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<sup>23</sup> StormReady Guideline 1.1

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

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

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

### **Turkey Point Warning System**

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

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

### **Special Populations**

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

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

### **Other Notification Procedures**

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

3. Many residents, businesses, organizations, schools, and municipal governments also obtain notifications and warnings through NOAA weather radios.<sup>24</sup>

## **Subpart B – Evacuation and Sheltering<sup>25</sup>**

### **Evacuation**

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

### **Residential Health Care Facilities (RHCFs)**

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

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

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

### **National Disaster Medical System**

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

### **Schools**

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

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<sup>24</sup> StormReady Guideline 2.2

<sup>25</sup> EMAP 4.4.3 (21)

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

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

### **Businesses**

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

### **Mobile Home Parks**

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

### **Sheltering – General Population**

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

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

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

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

### **Sheltering – Emergency Workers’ Families**

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

### **Emergency and Evacuation Assistance Program (EEAP)**

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

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

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

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

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

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

### **Pet Friendly Evacuation Centers**

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

## **Transportation**

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

## **Subpart C –Impact Assessment<sup>26</sup>**

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

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

## **Initial Damage Assessment (IDA)**

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

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

## **Preliminary Damage Assessment (PDA)**

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

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<sup>26</sup> EMAP 4.4.3 (6)



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

## **Subpart D – Other**

### **Foreign Nationals**

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

### **Mutual Aid<sup>27</sup>**

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

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

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

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

### **Facility Life Support Systems**

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

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<sup>27</sup> 4.4.3 (20)

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

### **PART 3 – RECOVERY AND MITIGATION ACTIONS**

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

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

## **RECOVERY**

### **Introduction**

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

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

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

### **Transition from Response to Recovery**

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

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

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

### **Recovery Task Force (RTF)**

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

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

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

### **Recovery Operations Center**

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

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

### **Recovery Support Functions (RSFs)**

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

The twelve RSFs in Miami-Dade are:

#### **RSF Economic**

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

#### **RSF Environment**

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

### **RSF Finance**

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

### **RSF Health**

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

### **RSF Housing**

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

### **RSF Infrastructure**

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

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

### **RSF Intergovernmental**

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

### **RSF Land Use**

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

### **RSF Mitigation**

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

### **RSF Public Information/Outreach**

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

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

### **RSF Social Services**

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

### **RSF Transportation**

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

### **Short-Term Recovery Phase**

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

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

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

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

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

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

### **Long-Term Recovery Phase**

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

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

### **Disaster Declaration**

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

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

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

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



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

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

### **Types of State or Federal Assistance**

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

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

### **Unmet Needs**

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

### **Non-Declared Disaster Event**

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

## **HAZARD MITIGATION**

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

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

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

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

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

## **RESPONSIBILITIES**

### **PART 1 – LOCAL GOVERNMENT, AGENCIES AND PARTNERS**

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

#### **Office of the Mayor/County Executive Office**

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

#### **Legislative Offices**

##### **Board of County Commissioners (BCC)**

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

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

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

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

**County Attorney**

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

**Miami-Dade County Agencies**

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

**Miami-Dade Office of Emergency Management (OEM)**

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

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

**Agency for People with Disabilities (APD)**

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

**Animal Services (ASD)**

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

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

#### **Aviation**

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

#### **Community Action and Human Services Department (CAHSD)**

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

#### **Corrections and Rehabilitation (MDCR)**

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

#### **Regulatory and Economic Resources (RER)**

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

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

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

**Information Technology Department (ITD)**

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

### **Finance**

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

### **Fire Rescue (MDFR)**

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

### **Internal Services Department (ISD)**

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



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

#### **Communications**

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

#### **Homeless Trust (HT)**

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

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

**Public Housing and Community Development Department (PHCD)**

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

**Miami-Dade Expressway Authority (MDX)**

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

**Medical Examiner Department (ME)**

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

**Mayor's Office of Communications**

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

**Office of Americans with Disability Act (ADA) Coordination**

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

**Office of Economic Development and International Trade (OEDIT)**

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

**Management and Budget Department (OMB)**

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

### **Parks, Recreation and Open Spaces Department (PROS)**

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

### **Police Department (MDPD)**

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

### **Port Miami (Seaport)**

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

### **Property Appraiser (PA)**

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

### **Solid Waste Management (DSWM)**

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

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

**Transportation and Public Works (DTPW)**

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

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

#### **Water and Sewer Department (WASD)**

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

#### **Partner Agencies and Others**

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

**Agency for Healthcare Administration (AHCA)**

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

**Bureau of Radiation Control (BRC)**

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

**Federal Bureau of Investigation (FBI)**

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

**Federal Emergency Management Agency (FEMA)**

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

**Florida Department of Children and Families (DCF)**

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

**Florida Department of Environmental Protection (DEP)**

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

**Florida Department of Transportation (FDOT)**

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

**Florida Division of Emergency Management (FDEM)**

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

**Florida Fish and Wildlife Conservation Commission (FWC)**

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

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

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

**Florida National Guard (FNG)**

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

**Homestead Air Reserve Base (HARB)**

- Support air operations for southern part of County.

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

### **Florida Department of Health in Miami-Dade County**

#### Health & Medical:

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

#### Environmental Health:

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



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

#### **National Hurricane Center (NHC)**

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

#### **National Park Service (NPS)**

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

#### **National Resources Conservation Service (NRCS)**

- Fund debris removal from canals.
- Assist in erosion prevention in agriculture areas.

#### **National Weather Service (NWS)**

- Provide weather, climate forecasts and warnings.
- Operate the NOAA Weather Radio to transmit weather warnings and forecast.

#### **South Florida Water Management District (SFWMD)**

- Oversee pre-storm drawdown in primary conveyance systems.
- Monitor water elevations throughout County.
- Remove debris from primary conveyance systems.
- Operate forward pumps and detention basin.
- Conduct damage assessment for primary conveyance systems including structures.

#### **United States Coast Guard (USCG)**

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

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**United States Farm Service Agency (USDA)**

- Provides disaster recovery funding to agriculture interests.

**United States Small Business Administration (SBA)**

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

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

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

**American Red Cross of South Florida Region (ARC)**

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

**Area Hospitals & Nursing Homes**

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

**Christian Contractors Association**

- Provide free emergency construction services.

**Crisis Response Team**

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

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

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

#### **Florida First**

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

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

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

#### **Florida Power & Light (FPL)**

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

#### **Greater Miami Chamber of Commerce (GMCC)**

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

#### **Greater Miami Convention & Visitors Bureau (GMCVB)**

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

#### **Jackson Memorial Hospital (JMH)**

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

#### **Miami Beach Tourism and Convention Division**

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

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

#### **Miami-Dade County Fair and Exposition**

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

#### **Miami-Dade County Public Schools (MDCPS)**

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

#### **Miami-Dade Public Schools Police (MDPSP)**

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

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

- Assist in the staffing of police officers in evacuation centers.
- Communicate with EOC via appropriate Divisional EOC Lead Municipality.
- Provide damage assessment information for their specific jurisdiction.

#### **Private Ambulances**

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

#### **Radio Amateur Civil Emergency Service (RACES)**

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

#### **Salvation Army**

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

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

#### **Voluntary Organizations Active in Disaster (MD-VOAD)**

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

#### **United Way of Miami-Dade (UW)**

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

#### **Infrastructure Companies that report system operability:**

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

#### **Vital Records Maintenance**

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

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

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

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

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

## **PART 2 – MIAMI-DADE EMERGENCY MANAGEMENT**

### **CEMP Maintenance**<sup>28</sup>

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

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

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

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

### **Annexes, Plans and Operations Guides**

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

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

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<sup>28</sup> EMAP 4.4.2 (7)

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## **PREPAREDNESS**

### **PART 1 – TRAINING**

#### **General**

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

#### **Roles**

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

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

#### **Programs**

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

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

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

### **PART 2 – EXERCISES**

#### **Agencies**

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

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

## **Procedures**

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

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

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

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

## **PART 3 – PUBLIC AWARENESS AND EDUCATION**

### **Subpart A – General**

#### **Responsibilities**

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

#### **Programs**

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

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<sup>29</sup> StormReady Guideline 3.2

<sup>30</sup> StormReady Guideline 3.3



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## **Subpart B – Disseminating Public Information**

### **Emergency Public Information<sup>31</sup>**

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

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

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

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

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

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

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<sup>31</sup> EMAP 4.4.3 (11)

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

### **GIS Maps – Evacuation Areas**

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

## **FINANCIAL MANAGEMENT<sup>32</sup>**

### **PART 1 – INTRODUCTION**

#### **Authority**

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

### **PART 2 – PROCEDURES**

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

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

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<sup>32</sup> EMAP 4.4.3 (1)

## APPENDICES

## **EMERGENCY SUPPORT FUNCTION 1 (TRANSPORTATION)<sup>33</sup>**

### **Part 1 – General**

#### **Introduction**

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

#### **Lead Agency**

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

#### **Support Agencies**

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

#### **Scope**

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

#### **Purpose**

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

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

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<sup>33</sup> EMAP 4.4.3 (27)

- Emergency repairs

## **Part 2 – Concept of Operations**

### **General**

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

### **Organization**

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

### **Direction and Control**

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

### **ESF 1 Interface**

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

### **Preparation**

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

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

### **Response**

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

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

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

### **Recovery**

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

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

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

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## **EMERGENCY SUPPORT FUNCTION 2 (COMMUNICATIONS)<sup>34</sup>**

### **Part 1 – General**

#### **Introduction**

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

#### **Lead Agency**

Miami-Dade Information Technology Department (ITD)

#### **Support Agencies**

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

#### **Scope**

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

#### **Purpose**

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

### **Part 2 – Concept of Operations**

#### **General**

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

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<sup>34</sup> EMAP 4.4.3 (4)



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

### **Organization**

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

### **Direction and Control**

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

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

### **ESF 2 Interface**

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

### **Preparation**

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

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

### **Response**

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

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

### **Recovery**

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

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

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

## **EMERGENCY SUPPORT FUNCTION 3 (PUBLIC WORKS and ENGINEERING)<sup>35</sup>**

### **Part 1 - General**

#### **Introduction**

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

#### **Lead Agency**

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

#### **Support Agencies**

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

#### **Scope**

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

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<sup>35</sup> EMAP 4.4.3 (5), (6), (7), and (24)

### **Purpose**

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

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

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

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

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

## **Part 2 – Concept of Operations**

### **General**

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

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

### **Organization**

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

### **Direction and Control**

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

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

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

### **ESF 3 Interface**

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

## **Preparation**

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

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

## **Response**

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

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

## **Recovery**

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

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

# **EMERGENCY SUPPORT FUNCTION 4 (FIREFIGHTING)<sup>36</sup>**

## **PART 1 – General**

### **Introduction**

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

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<sup>36</sup> EMAP 4.4.3 (14)

### **Lead Agency**

Miami-Dade Fire Rescue Department (MDFR)

### **Support Agencies**

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

### **Scope**

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

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

### **Purpose**

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

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

## **PART 2 – Concept of Operations**

### **General**

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

## **Organization**

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

## **Direction and Control**

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

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

## **ESF 4 Interface**

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

## **Preparation**

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

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



## **Response**

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

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

## **Recovery**

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

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

# **EMERGENCY SUPPORT FUNCTION 5 (PLANNING)<sup>37</sup>**

## **PART 1 – General**

### **Introduction**

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

### **Lead Agency**

Miami-Dade Office of Emergency Management

### **Support Agencies**

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

### **Scope**

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

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<sup>37</sup> EMAP 4.4.3 (17)

### **Purpose**

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

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

## **PART 2 – Concept of Operations**

### **General**

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

### **Organization**

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

### **Direction and Control**

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

### **ESF 5 Interface**

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

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

### **Preparation**

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

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

### **Response**

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

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

## **Recovery**

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

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

## **EMERGENCY SUPPORT FUNCTION 6 (MASS CARE)<sup>38</sup>**

### **PART 1 – GENERAL**

#### **Introduction**

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

#### **Lead Agency**

Miami-Dade Office of Emergency Management

#### **Support Agencies**

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

#### **Scope**

ESF 6 will coordinate and plan the following activities:

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<sup>38</sup> EMAP 4.4.3(19)

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

### **Purpose**

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

## **PART 2 – Concept of Operations**

### **General**

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

### **Organization**

ESF 6 operates within the EOC Human Services Branch.

### **Direction and Control**

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

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

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

### **ESF 6 Interface**

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

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

### **Preparation**

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

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

### **Response**

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

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

### **Recovery**

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

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

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

## **EMERGENCY SUPPORT FUNCTION 7 (RESOURCE SUPPORT)<sup>39</sup>**

### **PART 1 – General**

#### **Introduction**

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

#### **Lead Agency**

Miami-Dade Internal Services Department (ISD)

#### **Support Agencies**

##### **County:**

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

##### **State:**

Florida Division of Emergency Management

#### **Scope**

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

#### **Purpose**

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

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<sup>39</sup> EMAP 4.4.3(25)



## **PART 2 – Concept of Operations**

### **General**

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

### **Organization**

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

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

### **Direction and Control**

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

### **ESF Interface**

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

#### **Miami-Dade County**

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

#### **Florida Division of Emergency Management (FDEM)**

Interface with FDEM to provide resources, assets, and/or personnel to the affected area.

### **Preparation**

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

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

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

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

### **Response**

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

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

### **Recovery**

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

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

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## **EMERGENCY SUPPORT FUNCTION 8 (HEALTH AND MEDICAL)<sup>40</sup>**

### **PART 1 – General**

#### **Introduction**

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

#### **Lead Agency**

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

#### **Support Agencies**

##### **County:**

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

##### **State:**

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

##### **Private:**

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

#### **Scope**

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

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<sup>40</sup> EMAP 4.4.3 (13) and (23)

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

### **Purpose**

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

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

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

## **PART 2 – Concept of Operations**

### **General**

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

### **Organization**

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

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

### **Direction and Control**

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

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

### **ESF 8 Interface**

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

### **Preparation**

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

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

### **Response**

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

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

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

### **Recovery**

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

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

## **EMERGENCY SUPPORT FUNCTION 9 (SEARCH AND RESCUE)<sup>41</sup>**

### **PART 1 – General**

#### **Introduction**

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

#### **Lead Agency**

Miami-Dade Fire Rescue

#### **Support Agencies**

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

Miami-Dade Regulatory and Economic Resources

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<sup>41</sup> EMAP 4.4.3(26)

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

### **Scope**

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

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

### **Purpose**

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

The efforts include but are not limited to:

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

## **PART 2 – Concept of Operations**

### **General**

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

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

### **Organization**

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

### **Direction and Control**

#### **Direction and Control for Light Search and Rescue**

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

1. ESF 9 may receive resource requests from the EOC Operations Section Chief, any EOC Branch Director, or any agency representative in the EOC.
2. ESF 9 prioritizes these resource requests based upon urgency and available resources.
3. ESF 9 will determine if standard Fire Rescue units can be deployed to accomplish the request.
4. If specialized units such as dive teams are required, such requests will be made to the Department's Fire Operations Center.
5. ESF 9 shall keep up to date inventories of equipment required for search and rescue, including where heavy equipment can be located in the private sector.
6. ESF 9 will annotate, in Web EOC®, an estimated completion time, a list of necessary resources, and an approximate cost.
7. If the incident response exceeds available resources, a request is made to the EOC Logistics Section to secure mutual aid.
8. ESF 9 has direct link communications to the Fire Operations Center.



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

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

**Direction and Control for Urban Search and Rescue Florida-Task Force 1 (US&R, FL-TF-1)**

USAR requests will be carried out in the following manner:

1. ESF 9 receives the deployment request from the EOC Incident Commander or EOC Public Safety Branch Director.
2. ESF 9 contacts the Fire Operations Center and relays the information of the location of the collapse, the situation report, and any applicable support material or personnel available to the USAR Task Force.
3. If resources are not available, ESF 9 makes a request to any mutual aid resources available.
4. The establishment of priorities for search and rescue in the response and immediate recovery phase of a disaster will be directed by ESF 9.
5. The Fire Operations Center makes the determination that resources are available and will give ESF 9 a projected time of deployment.

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

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

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

**ESF 9 Interface**

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

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

### **Preparation**

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

These readiness operations include:

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

### **Response**

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

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

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

### **Recovery**

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

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## **EMERGENCY SUPPORT FUNCTION 10 (HAZARDOUS MATERIALS)<sup>42</sup>**

### **PART 1 – GENERAL**

#### **Introduction**

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

#### **Response Lead Agency**

Miami-Dade Fire-Rescue HAZMAT Bureau

#### **Recovery Lead Agency**

Miami-Dade Regulatory and Economic Resources (RER)

#### **Support Agencies**

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

#### **Scope**

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

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

#### **Purpose**

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

### **PART 2 – Concept of Operations**

#### **General**

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

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<sup>42</sup> EMAP 4.4.3(15)

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

### **Organization**

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

### **Direction and Control**

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

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

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

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

### **ESF 10 Interface**

ESF 10 may interface with any of the represented ESFs within the Miami-Dade Emergency Operations Center, most likely of which are ESF 4 – Firefighting, ESF 8 – Health and Medical, and ESF 16 – Law Enforcement.

### **Preparation**

- In conjunction with the ESF 10 agencies, the Chemical, Biological, Radiological, Nuclear Explosives Planner will review and coordinate the update of this Annex bi-annually.
- The Whole Community Planner will maintain an emergency contact list and coordinate the necessary training, meetings, and briefing for ESF 10 agencies.

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

### **Response**

Upon notification of a hazardous materials incident, the lead local agency will perform the following functions:

- Respond to, investigate, and assume direct control of the management of hazardous materials incident.
- Determine the type and nature of the hazardous material involved. Coordinate the issuance of Personal Protection Equipment (PPE) to other agencies listed in this plan, as needed.
- Determine the necessity for an evacuation, issue evacuation orders when appropriate, and identify the vulnerable zone to be evacuated.
- Notify OEM, which will make proper notification to federal and state agencies as required by federal and state laws.
- Initiate request for assistance from appropriate agencies necessary to neutralize and/or contain the hazardous materials involved.
- Give full cooperation to assisting agencies involved in determining action to be taken to contain the hazardous materials involved.
- Ensure vehicle, equipment, and personnel decontamination and monitoring when necessary.
- Miami-Dade Fire Rescue Emergency Medical Services (EMS) will coordinate with OEM and municipal EMS for medical transportation of persons in need of such services, and assist in the evacuation and transfer of patients from hospitals and nursing homes in the affected areas. Further they will assist in the evacuation of persons with special needs who are unable to evacuate themselves.

### **Recovery**

Depending upon the nature of the incident, the coordinated functions provided by ESF 10 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process. The transition of ESFs to Recovery Support Functions (RSF) from response into short-term recovery is addressed in the Recovery Plan. Long-term recovery and redevelopment are addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees. Table 1 illustrates the transition of this ESF.

RSF Environment will coordinate environmental impact assessments and engage with other relevant partner leadership. The goal is to develop strategies to prioritize and implement environmental remediation and long-term recovery. The lead agency for RSF Environmental is RER. If the Post-Disaster Redevelopment Plan is activated, RSF Environment will transition to the Environmental Protection and Restoration TAC. Their mission is to address the County's economic vulnerability in terms of the current economic conditions and ways in which a disaster may impact unemployment, tourism, agribusiness and other industries important to the County.

## **EMERGENCY SUPPORT FUNCTION 11 (FOOD & WATER)<sup>43</sup>**

### **PART 1 – General**

#### **Introduction**

Emergency Support Function 11 deals with the issue of identifying food, water, and ice needs during the response and recovery phases of a disaster.

#### **Lead Agency**

Miami-Dade Office of Emergency Management

#### **Support Agencies**

American Red Cross

Salvation Army

United Way of Miami-Dade

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

Miami-Dade Water and Sewer Department

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

Florida Division of Emergency Management

#### **Scope**

- ESF 11 will become operational when the Miami-Dade EOC activates at Level II or higher in response to a major emergency or disaster.
- The available resources of ESF 11 refer to the personnel, technology, equipment, facilities, goods, and services that belong to the identified ESF 11 lead and support agencies.
- The obtainable resources ESF 11 refer to the personnel, technology, equipment, facilities, goods and services which can be directly accessed by the lead or support agencies through vendors, donors, or existing agency agreements.
- ESF 11 will assess the food, water and ice needs of the residents in the affected area following a disaster or emergency and will obtain the necessary resources.
- ESF 11 will transport the needed resources to the disaster area with the assistance of ESF 1 (Transportation) and will identify appropriate facilities for storage through the assistance of ESF 7 (Resource Support).
- ESF 11 will distribute the food, water and ice to the disaster victims in conjunction with the ESF 6 (Mass Care) agencies.

#### **Purpose**

Emergency Support Function 11 is responsible for providing the immediate food, water, and ice needs of the impacted community following an emergency or disaster.

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<sup>43</sup> EMAP 4.4.3(16)

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## **PART 2 – Concept of Operations**

### **Organization**

ESF 11 is an emergency support function within the EOC Logistics Section of the Miami-Dade Emergency Operations Center (EOC). The agencies that comprise ESF 11 report directly to the EOC Logistics Section Chief.

The lead agency for ESF 11 is responsible for the operation of the food and water function. Other identified support agencies are tasked with specific roles based on their areas of expertise.

### **Direction and Control**

The lead agency for this ESF is the MD-OEM. The EOC Incident Commander will activate ESF 11 when support of Mass Care services is deemed necessary. The EOC Logistics Section will inventory food and water supplies and if additional supplies are needed will obtain and coordinate the transportation and distribution of such supplies to active Points of Distribution (PODs) or disseminate supplies to agencies conducting mobile feeding. OEM has identified the primary support agencies and community partners to ensure that ESF 11 related activities are effective. Support could be provided by the following agencies: Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.), the Salvation Army, the American Red Cross (ARC), and Florida Division of Emergency Management (FDEM) at the State Emergency Operations Center (SEOC).

### **ESF 11 Interface**

ESF 11 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

### **Resource Support**

Interface with ESF 7 (Resource Support) will be necessary to coordinate the acquisition of food, water, and ice supplies if such items are not available in sufficient quantities within local inventories. The EOC Logistics Section Chief and/or ESF 7 will be the point of contact for making requests from the State of Florida or from federal agencies.

### **Mass Care**

Interface with ESF 6 (Mass Care) will ensure the distribution of food, water, and ice supplies to disaster victims through fixed and mobile feeding sites such as Salvation Army Comfort Stations and American Red Cross Emergency Response Vehicles (ERVs).

### **Transportation**

Interface with ESF 1 (Transportation) will be necessary to coordinate the transportation of food, water, and ice from warehouses and designated staging areas such as the Port of Miami and Miami International Airport, into the affected areas. These transportation resources will be provided by ESF 1 on a priority basis. In extreme circumstances, it may be necessary for ESF 11 to request military assistance through ESF 13 (Military Support).

### **Preparation**

During the preliminary phase prior to the onset of a threatened emergency or disaster, ESF 11 must accomplish a number of preparatory tasks:

1. Update food, water, and ice vendor or donor lists. This list should include the location of the vendor and the product. Contact these entities to verify that necessary items will be available should the disaster strike.
2. Inventory food, water, and ice supplies of all ESF 11 agencies and of other vendors within and outside of Miami-Dade County.
3. Contact Miami-Dade County's ISD who maintains a list of vendors who have agreed to provide food, water, and ice to the County during disasters.
4. Coordinate with the Miami-Dade VOAD representative in the EOC in order to contact various private non-profit agencies that belong to Miami-Dade VOAD who specialize in food warehousing and distribution, e.g. the Daily Bread Food Bank, South Florida Food Recovery, the Salvation Army and the American Red Cross. Many of these agencies belong to their own nationwide network and can activate to supplement local food inventories.
5. Coordinate with ESF 7 agencies to identify warehouses, which could be used to stage and/or store food, water and ice supplies.
6. Prepare analysis of anticipated food, water and ice needs and begin the process of obtaining these items if not locally available.

### **Response**

Once the ESF 11 agencies have been activated due to the occurrence of an emergency or disaster, they will carry out the following responsibilities:

- In coordination with ESF 6, identify the areas and number of individuals in the affected community who are in need of emergency water, food and ice.
- Identify and establish mass feeding and food and water distribution sites in cooperation with ESF 6.
- Request the County's Internal Services Department through ESF 7 to purchase as much food, water and ice supplies as possible through both existing and new vendors.
- Request the Salvation Army (through ESF 6) to establish Comfort Stations in the most affected areas in order to provide immediate food and water to the disaster victims.
- Solicit bulk donations of food, water and ice, from the public, through ESF 15 (Volunteers & Donations), if necessary, for those items that have been deemed to be unavailable or in short supply locally.
- Coordinate with ESF 16 (Law Enforcement) and ESF 13 (Military Support) to ensure that emergency workers who are providing food, water and ice supplies to disaster victims have access into the affected areas.
- Request assistance with security at distribution and mass feeding sites to ensure that disaster victims receive these resources in an orderly and safe manner.



- Coordinate with Environmental and Public Health to determine water contamination and the resultant need for potable water supplies within the affected communities.
- Monitor the loss of electrical power and determine its impact on food, water and ice needs of disaster victims.
- Coordinate with ESF 1 and ESF 7 to secure refrigerated trailers and warehouse space for the distribution and storage of water, ice and food supplies as necessary.
- Coordinate with the State and FEMA for the provision of bulk food, water and ice resources to augment local resources.
- In conjunction with ESF 7, ESF 1 (Transportation) and ESF 13 (Military Support) oversee the routing and distribution of incoming food, water and ice resources.
- Establish a network of drop-off sites surrounding the affected area both inside and out of Miami-Dade County where food products can be left by both individuals and vendors.
- Sort, shrink-wrap and palletize the items at the drop-off sites.
- Route trucks to the drop-off sites to pick-up the items and ship them to large Distribution Center warehouses.
- Inventory and assign the food items to their final destination such as mass feeding sites, DACs, and/or tent Cities within the affected area.
- Transport the food items to their final destination.
- Determine those food, water and ice shipments that can bypass the drop-off sites and Distribution Center and be routed directly to mass feeding sites, DACs and/or Tent Cities.
- Determine the need for the issuance of emergency food stamps with the Department of Children & Families (a support agency within ESF 6) and request implementation of the program if deemed appropriate.

### **Recovery**

The recovery phase of an incident or disaster requires additional or varied set of duties and responsibilities for ESF 11. The following represents a list of those basic recovery actions:

- Assess the need for long-term provision of food, water and ice supplies to the disaster victims.
- Monitor the number and location of community-based feeding sites, soup kitchens and food pantries and determine their plans for continued feeding for disaster victims.
- Identify those organizations involved in long-term feeding of disaster victims.
- Evaluate the current status of warehouse food inventories.

## **EMERGENCY SUPPORT FUNCTION 12 (ENERGY)<sup>44</sup>**

### **PART 1 – General**

#### **Introduction**

The purpose of ESF 12 is to provide support and coordination of response and recovery efforts for shortages and disruptions in the supply and delivery of electricity, natural gas, and other forms of energy and fuel that impact or threaten to impact the victims of a major emergency or disaster.

#### **Lead Agency**

Miami-Dade Office of Emergency Management

#### **Support Agencies**

Florida Power & Light (FPL)  
TECO Energy  
Florida City Gas  
Homestead Public Services

#### **Scope**

ESF 12 is responsible for ensuring the continuation of energy services during a disaster event. For the purpose of this ESF, “energy services” refers to electricity and natural gas, each provided by different entities. The county’s energy providers and distributors include Florida Power & Light (FPL), TECO Energy (TECO), Homestead Public Services and Florida City Gas. This annex discusses how the Miami-Dade County Office of Emergency Management (OEM) through the Emergency Operations Center (EOC) Infrastructure Branch collaborates with each of these entities to receive information about the status of service provision or disruption.

#### **Purpose**

It is the purpose of ESF 12 to coordinate and facilitate all efforts to ensure the uninterrupted supply and delivery of energy resources to Miami-Dade County. This includes minimizing or preventing disruptions in electrical distribution and transmission, fuel supplies, natural gas, or any other form of fuel or energy that may negatively impact the county.

### **PART 2 – Concept of Operations**

#### **General**

The EOC Infrastructure Branch Director, in cooperation with the ESF 12 lead agency will, in the event of an incident or disaster, assign previously identified personnel to the duty roster in the Miami-Dade EOC.

It will be the responsibility of the EOC Infrastructure Branch Director to notify all ESF 12 lead and support agencies of any pending incident or disaster and to advise them of when and where their previously designated personnel are to report for duty should activation be required.

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<sup>44</sup> EMAP 4.4.3(12)

It will be the responsibility of ESF 12 to review and assess developing energy problems and to respond to these problems in the following manner:

- Prepare periodic situation reports and submit to the EOC Infrastructure Branch Director on a frequency to be determined by the EOC Operations Section Chief.
- Copy all energy resource requests submitted to ESF 12 to the EOC Infrastructure Branch Director.

### **Organization**

ESF 12 operates within the EOC Infrastructure Branch, under the administration of the EOC Infrastructure Branch Director and EOC Operations Section Chief.

### **Direction and Control**

ESF 12 is a function of the EOC Infrastructure Branch and falls under the supervision of the EOC Infrastructure Branch Director and will be implemented and supported by the lead and support agencies identified in the Annex. Therefore, the EOC Infrastructure Branch Director will provide the general guidance for ESF 12 during activations. ESF 12 will coordinate resources through the EOC Infrastructure Branch Director.

### **ESF 12 Interface**

ESF 12 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

### **Preparation**

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

- Perform a preliminary vulnerability assessment based upon predicted incident or disaster impacts on the energy infrastructure.
- Preposition fuel and transportation resources based upon the preliminary vulnerability assessment.
- Prepare for the response phase.

### **Response**

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

- Implement protective measures for facilities/infrastructure.
- Activate command centers and/or send personnel to the EOC to support ESF 12 functions
- Provide information to the EOC on outages and critical facilities that may have been impacted.
- Conduct damage assessments following the disaster to determine level of damage to power capability and distribution systems.
- Secure hazardous line issues to include power transmission lines and gas pipelines.
- Receive, distribute, and evaluate support and response resource requests
- Notify the EOC of any potential or anticipated problems or areas of concern
- List items for inclusion in the situation reports.
- Review team rosters to ensure continuity of operation

- Coordinate with ESF 14 (Public Information) to disseminate information to the public concerning power restoration times, downed power line safety and gas leaks.
- Work with the EOC Human Services Branch to ensure that electronically dependent individuals are given priority for electricity restoration.
- Support ESF 9 (Search & Rescue) by temporarily shutting down power grids and gas lines to facilitate search and rescue efforts.
- Identify potential mitigation projects if Hazard Mitigation Grant Program (HMGP) monies become available.

### **Recovery**

The Recovery period is divided into three basic phases. The first phase, Short Term Recovery, begins while the Response Phase is ending. Short-term recovery can be defined as that period of time when the temporary restorations of daily activities are implemented. A synopsis of some of the actions taken during short-term recovery includes:

- Assess and report on the damage to power generation and distribution facilities and infrastructure. The assessment will include an estimate of the type and the extent of damages, including probable costs. This process will also provide the ability to prioritize Emergency Repairs in the post-disaster environment and begin the long term estimation, repair and permanent reconstruction planning process.
- Conduct emergency repairs and long-term repairs to facilities and infrastructure.
- Develop strategies for financing infrastructure and public facilities construction and repair.
- Provide enhanced infrastructure capacity to priority redevelopment areas.
- Identify opportunities to upgrade, mitigate, or even relocate infrastructure or public facilities after a disaster.

The second phase is the Intermediate phase which would involve the activation of the Recovery Operations Center and Recovery Support Function (RSF) Infrastructure. The final phase is Long Term Recovery which is addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees.

## **EMERGENCY SUPPORT FUNCTION 13 (MILITARY SUPPORT)**

### **PART 1 - GENERAL**

#### **Introduction**

Emergency Support Function 13 deals with the issue of providing military support during the response and recovery phases of a disaster.

#### **Lead Agency**

Florida National Guard (FLNG)

#### **Support Agencies**

Florida Department of Military Affairs  
U.S. Department of Defense

#### **Scope**

ESF 13 will provide coordination between local and county government and the Florida National Guard in accordance with the Florida National Guard Operation Plan for Military Support to Civil Authorities (FLNG-MSCA).

The Florida National Guard may be activated in one of the following ways:

- A declaration of emergency by the governor of the State of Florida.
- A declaration of emergency by the President of the United States.
- A unilateral activation by Local Florida National Guard Commander in response to an immediate and focused threat to the community classified as "imminent/serious."
- Notification by the Florida Division of Emergency Management that an incident or disaster exists or is imminent that requires the available or obtainable resources of the Florida National Guard (FLNG).

The scope of activities in which the FLNG may participate for the purposes of this CEMP is countywide.

#### **Purpose**

ESF 13 will coordinate and facilitate the use of the military resources of the Florida National Guard within Miami-Dade County during an incident, disaster or in times of civil unrest.

Due to the specific criteria necessary for the implementation of military assistance within Miami-Dade County, this section of the CEMP also delineates the terms and conditions under which the county may request and receive military aid.

### **PART 2 – Concept of Operations**

#### **General**

ESF 13 will provide military support to an emergency activation when necessary.

### **Organization**

The Florida National Guard Area Command responsible for planning and executing military support missions within Miami-Dade County is the 50<sup>th</sup> Area Support Group located at Homestead Air Reserve Base. Unless otherwise directed, it will be the responsibility of this group to provide a liaison officer to the Miami-Dade EOC.

### **Direction and Control**

The EOC Incident Commander, in cooperation with ESF 13, will coordinate through the State Emergency Coordinating Officer, at the SEOC, to the Adjutant General's Emergency Operations Center (TAG-EOC) for any action involving the Florida National Guard. The FLNG will provide a liaison officer to the Miami-Dade EOC to coordinate all aspects of the mission assignments with the Incident Commander and ESF 13. The Public Safety Branch Director of the Miami-Dade EOC will work with them to maintain a database of names and numbers to be utilized for emergency contacts.

### **ESF 13 Interface**

ESF 13 agencies can communicate directly with the Logistics Section, Public Safety Branch as well as other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

### **Preparation**

The County EOC will request National Guard support when necessary. The Governor of the State of Florida will mobilize the Florida National Guard upon the issuance of an Executive Order.

### **Response**

- The FLNGs basic mission assignment will be to provide those resources necessary to support Miami-Dade County in areas of need.
- ESF 13 will convert the request into the form of a mission assignment and forward to the State ESF 13, who, in turn, will submit the mission request to TAG-EOC for action.
- In catastrophic disasters, the Governor may, at his/her discretion, request assistance from the Department of Defense. In this instance, the State Adjutant General and/or his designee will provide the liaison between State and Federal Military Force Command.

### **Recovery**

ESF 13 may be requested to participate in certain emergency activities during the recovery phase of a disaster, such as logistical operations and restoration of critical infrastructure.

## **EMERGENCY SUPPORT FUNCTION 14 (PUBLIC INFORMATION)<sup>45</sup>**

### **PART 1 – General**

#### **Introduction**

The purpose of ESF 14 is to prepare, coordinate, and disseminate information regarding major emergencies and disasters to the general public through various forms of media.

#### **Lead Agency**

Miami-Dade Emergency Management  
Mayor's Office of Communications

#### **Support Agencies**

##### **County:**

Miami-Dade Fire-Rescue Department (MDFRPIO)  
Miami-Dade Police Department PIO  
Community Information and Outreach (311, PIO)  
Other County PIO (as determined)

##### **State:**

Florida Division of Emergency Management PIO

##### **Federal:**

FEMA Office of Emergency Information and Public Affairs (FEMA-EIPA)

#### **Scope**

ESF 14 will operate in two main functions:

- Emergency alerts and instructions distributed via the Emergency Alert System (EAS)
- Emergency information and media affairs with the Public Information Officer (PIO)

The primary functions of ESF 14 are:

- Disseminate emergency alerts and instructions through the Emergency Alert System (EAS) and the County's wireless emergency notification system, Miami-Dade Alerts.
- Collect and disseminate emergency public information.
- Warnings and alerts;
- Recommended community preparedness actions and timing;
- Actions being taken by response and recovery agencies; and
- Ongoing news related to the disaster.
- Coordination of media interface by the Public Information Officer (PIO);
- Maintain a credible, effective working relationship with the media, ensuring they have access to information;
- Work and bring together County professionals and elected leadership to communicate accurately the details of the emergency.

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<sup>45</sup> EMAP 4.4.3(11)

- Disseminate public information via Social media outlets.
- Incorporating the activities of the EOC into appropriate deadlines.

### **Purpose**

- To disseminate immediate emergency information concerning disasters to the residents of Miami-Dade County in order to save lives and reduce property damage.
- To provide a central point of contact for the media to release accurate information on a timely manner.

## **PART 2 – Concept of Operations**

### **General**

#### **Staffing**

Once the EOC has gone to a 24-hour operation basis, the Director of Communications will establish a personnel roster to cover an alpha/bravo shift format from among the departmental PIOs.

The Director of Communications can assign the following PIO positions: There are 11 PIO positions in the latest ESF 14 Annex. I recommend we not include this level of detail in this summary but if we must, then include all the positions.

- **Lead PIO:** The Lead PIO reports directly to the Mayor's Communications Director and is responsible for coordinating EOC press conferences and is a spokesperson for the County. The Lead PIO also manages the press room.
- **The EOC Public Information and Communications PIO** also reports directly to the Mayor's PIO director, directs the actions of subordinate staff in the PIO work room, and serves as the primary point of contact for the ESF.
- **The EOC Public Information and Communications PIO** manages the activities within the PIO Workroom (#169) and coordinates the development of all draft media advisories, media releases and presentation products, and website updates related to the event. The PIO needs to constantly anticipate the information and media releases that may be required of the event.
- **GIC PIO:** The 311 Liaison provides information support to 311 and coordinate all web-based public information.
- **Media Coordinator:** The Media Coordinator is responsible for on-site media interface; addressing the media's needs, and communicating their information requests to the EOC Public Information and Communications PIO. The Media Coordinator is assigned to the Media Room. Special Skills PIOs: provide liaison with Spanish and Creole press outlets and handle calls in those languages.
- **Video & Technical Support Coordinator:** The Video and Technical Support Coordinator is responsible for video documentation, photographic documentation of the event, and all technical and equipment needs of the media and EOC audiovisual and status board display systems.

### **Organization**

A Joint Information Center (JIC) comprised of federal, state and local partners will be established at an offsite location to be determined. Media access to the EOC will be limited to the Press Room, where they



will be provided with audio and video feeds from the Control Room as well as any other support resource required to get out coverage of the incident in a timely manner.

### **Direction and Control**

The following steps will be carried out when preparing the release of information to the public:

- PIOs identify and respond to inquiries, 311 analysis or other sources, and will recommend a course of action to the EOC Lead PIO.
- The EOC Lead PIO or designee drafts a release if needed and seek approval from the Lead PIO.
- The Lead PIO makes a decision about the release of information. This will include recommendations to the Director of DEM and Incident Commander about when the information is to be released, who will do it and where. If a press release is to be issued, the Incident Commander will review and approve all media releases prior to release.
- The Lead PIO provides primary interface with decision-makers and EOC Incident Commander to approve release of emergency information.
- Once the Incident Commander approves the release, he/she should sign the release and the EOC Public Information and Communications PIO will execute delivery of the release.

### **ESF 14 Interface**

Interface with ESF 14 is accomplished through the appropriate spokespersons for each of the agencies involved in the activation of the EOC. Research of media questions and the efforts to issue emergency information requires the free access of the PIO staff to all EOC agency representatives.

### **311**

Interface with 311 identifies areas or issues of concern that need to be addressed, either by action by agencies or a release of information.

The OEM website <http://www.miamidade.gov/oem> supplies Miami-Dade residents with information on how to prepare for disasters. During EOC activation a representative from COM updates the site with emergency public information drawn from media releases, media briefings, damage assessment photos, and recovery information. The 311 call takers use the same information to answer citizen calls.

### **Preparation**

The PIO function prepares itself in the following ways:

- Updates ESF and media contact names and numbers for key personnel at least semi-annually.
- Test wireless emergency notification system (Miami-Dade Alerts) every month.
- Conducts briefings to the media every May to review procedures, and brief the media on Hurricane Preparedness Month activities. Evacuation maps, shelter locations, and bus pick-up points are provided to the media in formats they can use for broadcast and printing, and then updated as needed. Their broadcast of these materials is the chief format for delivery of them to residents and visitors.
- Review and re-write standardized and pre-scripted press releases and EAS messages following activation and exercises.
- Develop and provide evacuation maps listing areas of vulnerability, shelter locations, and bus pick-up points is provided to the media in formats they can use for broadcast, printing, and updating as

needed. Their broadcast of these materials will be the chief format for delivery to residents and visitors.

- AT&T prints the Miami-Dade County Evacuation map, and basic preparedness information in the White Pages. These are updated every year with assistance from the American Red Cross.
- Research and test other methods of communicating with the public in absence of standard methods.

### **Response**

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions. The following represents a list of ESF 14 functions:

- The Lead PIO is responsible for the acquisition of all relevant incident or disaster information from Incident Commander. Information obtained from this source is sorted and arranged so as to be relevant for dissemination to the public-at-large.
- Proactive contact with the media anticipating questions about damage assessment, and the sheltering of victims.
- The PIO is assigned to have constant contact with or participation in the RIAT, SERT or PDA teams to handle media questions should the media also follow, and to feed information back to the EOC.
- The Mayor's Director of Communications reviews PIO rosters from other county departments and request their services to relieve EOC personnel.

### **Recovery**

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 14.

ESF 14 is tasked with disseminating information regarding basic emergency functions and recovery assistance. If a presidential declaration is involved, ESF 14 and 311 serves as transitional sources of information until federal agencies have set up their public information capabilities. The following tasks will be completed:

- ESF 14 compiles contact lists and pertinent information to give to state and federal public information elements in order to expedite their capabilities.
- ESF 14 interfaces with EOC Human Services Branch to set up an information exchange for DACs. The EOC Public Information and Communications PIO sets up a system for delivery of information as DACs are set up.

## **EMERGENCY SUPPORT FUNCTION 15 (VOLUNTEERS & DONATIONS)<sup>46</sup>**

### **PART 1 – General**

#### **Introduction**

Emergency Support Function (ESF) 15 (Volunteer & Donations) is responsible for the coordination of spontaneous volunteers and donations, the latter of which may consist of monetary, in-kind, or donated goods.

#### **Lead Agency**

United Way of Miami-Dade

#### **Support Agencies**

Adventist Community Services  
American Red Cross  
Miami-Dade Voluntary Organizations Active in Disasters (MDVOAD)  
Salvation Army  
Switchboard of Miami

#### **Scope**

- ESF 15 may become operational when the Miami-Dade EOC activates at Level II or greater in response to a major emergency or disaster.
- They manage all incoming spontaneous volunteers and donations as well as requests for volunteers and donations.
- All personnel, technology, equipment, facilities, goods, services, and cash received through donations from the community will be made available to support the response and recovery efforts of local government and private not-for-profit agencies.

#### **Purpose**

In order to effectively manage the receipt of solicited and unsolicited volunteers and donated goods, it is necessary to have a coordinating entity to facilitate the receipt of such goods and to coordinate the use of spontaneous volunteers. In some instances, it may even be necessary to recruit and train volunteers from within the county.

### **PART 2 – Concept of Operations**

#### **General**

ESF 15 will manage the receipt and deployment of volunteers and donations during an emergency activation.

#### **Organization**

ESF 15 is an emergency support function within the EOC Logistics Section. Agencies that comprise ESF 15 report directly to the EOC Logistics Section Chief. The EOC Logistics Section Chief will coordinate with

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<sup>46</sup> EMAP 4.4.3 (10) and (28)

the state ESF 15 counterpart to provide directions and information for volunteers and drivers bringing donations into the county.

The United Way of Miami-Dade is the lead agency for ESF 15 and is responsible for the operations of the activities of the volunteers and donations section to include but not limited to:

- The volunteers and donations call center and website
- Coordination of solicited and unsolicited volunteers

Support agencies are tasked with specific roles within ESF 15 based on their areas of expertise. ESF 15 support agencies must appoint representatives who can work with the lead agency develop ESF 15 plans and who can accept responsibility for implementing the ESF 15 plan during emergencies or disasters. These representatives will have the authority to make decisions on behalf of their respective agencies.

### **Direction and Control**

The EOC Logistics Section Chief are responsible for notifying ESF 15 of any pending incident or emergency and the location where the support agency personnel need to report in the event that the ESF 15 plan is activated.

ESF 15 will ensure that the volunteers and donations call center and website is appropriately staffed as well as continue to coordinate with the call center staff to ensure the receipt of donated goods and volunteers are matched with those agencies or individuals in need of the assistance.

The EOC Logistics Section Chief and the ESF 15 lead agency will determine if the circumstances of the emergency necessitate the activation of the volunteers and donations call center and will take the appropriate steps accordingly.

ESF 15 will prepare periodic situation reports and submit them to the EOC Logistics Section Chief.

### **ESF 15 Interface**

ESF 15 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

### **Preparation**

During the preliminary phases of an emergency or disaster, ESF 15 lead and support agencies must accomplish the following tasks:

- Gather donations and volunteer resource availability lists from all ESF 15 support agencies.
- Receive requests for donations and volunteer through ESF 7 (Resource Support).
- Contact entities with which agreements are in place for donations and/or volunteers to assess their current availability.
- Mobilize appropriate personnel to set-up the equipment and supplies for the Volunteers and Donations Call Center, website, and employee & volunteer staging area.

### **Response**

Once activated, ESF 15 will carry out their responsibilities as they pertain to the following areas:

- Volunteers and Donations call center, website, and employee & volunteer staging area.
- Resource database.
- Operation of donations warehouses and distribution sites.

#### Volunteers and Donations Call Center

ESF 15 lead agency will manage the call center in the event of a community emergency. Once notified by the EOC of the need to activate the call center, ESF 15 lead agency will activate its contract with Switchboard of Miami or another partner agency to stand up the call center. ESF 15 lead agency will provide the details of the information to be shared with the community on how they can assist. Each partner agency will have their call staff trained and ready within 24 hours. ESF 15 will be provided with regular reports on the call center activity.

#### Donations Sites and Warehouse

These sites will serve as central locations for the management of unsolicited and solicited goods to address the needs of local relief agencies equitably and effectively. ESF 15 lead and support agencies, to include OEM, will be responsible for the operational activities at the donation sites. ESF 15 will manage the flow of donated goods into the County by identifying and informing the public of the needs via the call center, the Communications Department 3-1-1 Contact Center and coordinating with ESF 14.

#### Volunteer Services

Individuals who wish to volunteer their services are encouraged to contact a local disaster relief organization through public information campaigns and by the call center staff. The volunteers and donations call center maintains information on all offers of volunteer services in the computer database. ESF 15 will conduct training and orientation programs for volunteers.

#### Recovery

Depending upon the nature of the incident, the coordinated functions provided by ESF 15 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process. Some activities that may continue during recovery include:

- Volunteer and donations call center
- Disposition of donated goods
- Public/Media information

## **EMERGENCY SUPPORT FUNCTION 16 (LAW ENFORCEMENT)<sup>47</sup>**

### **PART 1 – General**

#### Introduction

The purpose of ESF 16 is to provide and coordinate the human, technical, equipment, facility, materials, and resources of, or obtainable by, ESF 16 agencies to support the security needs of municipal, local,

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<sup>47</sup> EMAP 4.4.3(18)

state, and federal governments during a major emergency or disaster. ESF 16 is responsible for coordinating traffic, crowd control, shelter security, curfew enforcement, and the protection of critical facilities.

### **Lead Agency**

Miami-Dade Police Department

### **Support Agencies**

All municipal and tribal police departments within Miami-Dade County  
Miami-Dade Public Schools Police Department (MDSPD)  
Miami-Dade Corrections and Rehabilitation (MDCR)  
Florida Department of Law Enforcement (FDLE)  
Florida Fish and Wildlife Conservation Commission (FWC)  
Florida Highway Patrol (FHP)  
Florida National Guard (FNG)  
Federal Bureau of Investigation (FBI)  
United States Coast Guard (USCG)  
National Park Service (NPS)

### **Scope**

The law enforcement and security resources of the primary and support agencies listed under ESF 16 are utilized under any level of activation of the Miami-Dade Emergency Operations Center.

The available resources of ESF 16 include personnel, facilities, equipment, vehicles, and supplies. A list of available resources inventory is located at the headquarters of each of the support agencies.

### **Purpose**

It is the responsibility of ESF 16 to provide and coordinate the law enforcement and security support during response and recovery phases of a disaster.

## **PART 2 – Concept of Operations**

### **General**

- As the lead agency for ESF 16, the Miami-Dade Police Department will assign designated personnel to the Miami-Dade EOC during an incident, emergency, or disaster to coordinate all law enforcement activities throughout the county.
- The Public Safety Branch Director will notify all ESF 16 support agencies with information regarding the time and location to report for activation.
- In conjunction with the EOC Public Safety Branch Director, ESF 16 shall review, prioritize, and develop plans to mitigate incidents or concerns.

### **Organization**

- ESF 16 operates within the EOC Public Safety Branch.
- Each ESF 16 support agency is required to establish and maintain a database of available resources that may be required for a disaster.

- Designated ESF 16 personnel must have the delegated authority of their agency to commit and procure resources as needed or be capable of communicating directly with such person with said authority.

### **Direction and Control**

The EOC Incident Commander will activate ESF 16 when law enforcement services are deemed necessary. The procedures for receiving, evaluating, prioritizing, and dispatching law enforcement resource requests are as follows:

- MDPD receives a resource request and notifies the EOC Public Safety Branch Director of its receipt;
- MDPD prioritizes the request(s) based upon urgency and available resources;
- MDPD will provide status updates on the Resource Request/Task Assignment board in WebEOC® up to its completion; and
- If the resource request exceeds available resources, a request is made to ESF-7 (Resource Support).

ESF 16 shall maintain an inventory of available and obtainable resources, including vehicles, equipment, material, and personnel. Due to the fact that there are multiple police departments represented under ESF 16, it is difficult to maintain a comprehensive inventory of equipment and manpower available in response to an incident or disaster. However, the individual resource inventories are available through the Offices of the Police Chiefs of each individual police department. Each agency will be responsible for the positioning, logistics, and management of its individual resource inventory.

### **ESF 16 Interface**

ESF 16 agencies can communicate directly with other ESF agencies within the EOC. Agencies can request assistance and resource support from each other.

### **Preparation**

In conjunction with the ESF 16 agencies, the EOC Public Safety Branch Director and EOC Municipal Branch Director will maintain an emergency contact list, as well as review and provide updates to the appropriate sections of this Annex. OEM will coordinate lead and support agencies in the planning and participation of ongoing training and exercise programs to maintain a state of readiness.

### **Response**

The response phase of an incident or disaster requires the coordinated completion of a number of specific actions. The following represents a list of those basic response actions for ESF 16:

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

### **Recovery**

The recovery phase of an incident or disaster places an entirely new set of duties and responsibilities upon ESF 16 that include:

- Receive, distribute, and evaluate data on impacted areas
- List items for inclusion in county and state EOC briefings and resource requests for the action plans
- Establish staging areas of mutual aid responders and deploy these teams as needed
- Ensure adequate coverage for each shift

#### Restricted Entry

In circumstances where hazards remain, it may be necessary to implement restricted entry procedures, including but not limited to:

- Restricted entry for designated emergency personnel due to hazards
- Designated access depending on damages to roads or remaining hazards
- Security checkpoints that review approved identification for people to be granted access to an area including:
  - Residents
  - Business owners
  - Workers that have an approved need to be in the area (this will be determined on a case by case basis) including but not limited to insurance adjusters, contractors, damage assessment teams
- Curfew restrictions that usually limit access to an area during daylight hours only
- Limited time entry due to concerns about long term exposure to hazards (such as radiation) to perform necessary actions such as feeding livestock or emergency repairs

ESF 16 is responsible for setting up re-entry points and for developing a re-entry plan that addresses:

- Agencies facilitating re-entry
- Resident identification procedures, if phasing is necessary
- Guidelines for permitting worker entry:
  - Critical Private Sector
    - Health and Medical Providers
    - Utilities
    - Emergency contractors
    - Pharmacy
    - Food
    - Banking
    - Gas
    - Hardware
  - Critical Public Sector
  - Tourist and Visitors Sector
- Location of re-entry points



## **EMERGENCY SUPPORT FUNCTION 17 (ANIMAL PROTECTION & AGRICULTURE)<sup>48</sup>**

### **PART 1 – General**

#### **Introduction**

ESF 17 is responsible for the acquisition of resources and the coordination needed to minimize losses for animal and agriculture-related issues in all disasters. These include animal or plant disease emergency events as well as natural and technological disasters.

#### **Lead Agencies – Animal Protection**

Miami-Dade Animal Services Department  
Florida Department of Agriculture and Consumer Services

#### **Support Agencies Animal Protection**

Miami-Dade Office of Emergency Management  
Miami-Dade Police Department  
Miami-Dade Police Department Agriculture Patrol  
Regulatory and Economic Resources Division of Environmental Resources Management  
University of Florida, Institute of Food and Agriculture Sciences, Cooperative Extension and Research Services  
Florida Department of Health in Miami-Dade County  
Miami-Dade Department of Solid Waste Management  
The South Florida Society for the Prevention of Cruelty to Animals  
Florida Fish and Wildlife Conservation Commission  
Florida Department of Environmental Protection  
American Veterinary Medicine Association (AVMA)/ Veterinary Medical Assistance Team  
United States Department of Agriculture Farm Service Agency

#### **Lead Agency – Agriculture**

University of Florida, Institute of Food and Agriculture Sciences, Cooperative Extension and Research Services

#### **Support Agencies - Agriculture**

Regulatory and Economic Resources Division of Environmental Resources Management  
Miami-Dade Office of Emergency Management  
South Florida Water Management District  
Florida Department of Health in Miami-Dade County  
Miami-Dade Police Department Agriculture Patrol  
United States Department of Agriculture  
United States Department of Agriculture Farm Service Agency  
Florida Department of Agriculture and Consumer Services  
United States Food and Drug Administration  
Agriculture Groups and Local Farmers

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<sup>48</sup> EMAP 4.4.3

### **Scope**

- ESF 17 may become operational during any incident or disaster requiring an EOC activation level of II or above.
- The available and obtainable resources of ESF 17 include personnel, technology, equipment, and supplies obtainable from contractors, vendors, related agencies of federal, state and local governments, as well as private associations or groups.

### **Purpose**

ESF 17 is charged with the provision and coordination of services to protect and preserve, as able, animal and agricultural assets and resources. This includes activities that may occur before, during and after an event that impacts the county

- Domestic animals such as household pets
- Livestock
- Fisheries
- Marine life
- Agricultural crops
- Ornamental nurseries

## **PART 2 – Concept of Operations**

### **Organization**

- ESF 17 coordinates its activities through the EOC Human Services Branch and Infrastructure Directors in the EOC and with State ESF 17 operation, if applicable.
- ESF 17 support agencies are tasked with specific roles based on areas of expertise.

### **Direction and Control**

The establishment of priorities and the initiation of emergency work for animal protection & agriculture during the response and recovery phases will be handled by ESF 17.

- ESF 17 will prioritize requests based upon urgency and available resources.
- ESF 17 will then advise, in writing, an estimated completion time and provide this to the EOC Human Services Branch or Infrastructure Director.
- If the resource request exceeds obtainable resources, a request is made to the ESF 7 (Resource Support)
- Each agency under ESF 17 shall maintain an inventory of available and obtainable resources including vehicles, equipment, material, and personnel.
- Each ESF 17 agency will be responsible for the positioning, logistics, and management of its individual resource inventory.
- The Animal Services Department is the lead agency for ESF 17 in charge of all sheltering operations in Pet-Friendly Evacuation Centers in Miami-Dade County.
- The Animal Services Department will maintain a registry of all pets that are in Pet-Friendly Evacuation Centers.

- The sites that have been selected as Pet-Friendly Evacuation Centers are school board and county facilities and have backup generators for emergency lighting.
- Pet-Friendly Evacuation Centers will be opened when an emergency situation requires the evacuation and sheltering of people. OEM coordinates the opening and closing of centers with all involved agencies. Evacuation centers are closed when it is determined that they are no longer needed or alternative arrangements have been made for persons who are unable to return to their homes.
- The Animal Services Department is responsible for the registration, staffing, feeding and other activities in the pet-friendly evacuation centers.
- Municipal police, Miami-Dade County School Board Police, and contracted county security agencies will provide security at pet-friendly evacuation centers. Miami-Dade Police Department (MDPD) is the lead agency for coordinating security at each location.

### **ESF 17 Interface**

- ESF 17 will coordinate directly with other agencies for support services.
- ESF 17 will coordinate through the EOC Human Services Branch and Infrastructure Directors for support from other ESFs outside their respective branch.
- ESF 17 will exhaust all obtainable resources before turning a request for logistical support over to ESF 7 (Resource Support).

### **Preparation**

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

- Maintain updated list of suppliers of goods and services to ensure that appropriate arrangements have been made to provide essential resources during and after an incident or disaster
- Compile or update a resource list from representative agencies.
- Maintain personnel and equipment in a state of readiness for existing and anticipated emergency conditions to include mobilizing resources and staging them at various locations Identify shelter locations

### **Response**

Once ESF 17 is activated, the following concerns will be addressed:

- Needs determination
- Resource location and acquisition
- Distribution of Resources

### **Recovery**

Depending upon the nature of the incident, the coordinated functions provided by ESF 17 may need to continue beyond the response phase. This may require additional agencies or different personnel from within agencies to continue ongoing efforts into the recovery process.

## **EMERGENCY SUPPORT FUNCTION 18 (BUSINESS & INDUSTRY)<sup>49</sup>**

### **PART 1 – General**

#### **Introduction**

The objective of this program is to minimize the number of businesses that fail to reopen due to the lack of accurate and actionable information, during and following an emergency or disaster event. This will be accomplished through the utilizations of the different components of the public-private partnership, which are:

- ESF 18
- Recovery Support Function (RSF) Economic
- Alliance for Response (AFR) – Miami

#### **Lead Agency**

Miami-Dade Office of Emergency Management

#### **Support Agencies**

The support agencies of ESF 18 consists of County departments, non-profit organizations, corporate partners and networking organizations. Corporate partners are individual companies operating within the county. The networking organizations are groups within the county that represent different business sectors.

#### **Scope**

The emphasis of this program is information sharing with the goal of building a resilient community in Miami-Dade County during and following an emergency or disaster event. Part of developing a resilient business community is to ensure that the county provides timely information to the private sector prior to, during, and following a disaster event so that they are equipped with the information necessary to make appropriate business decisions. The information shared will include pre-disaster preparedness information to enhance the emergency management and business continuity planning of businesses. Additionally, during a response to a hazard impacting the county, businesses will be able to share information about the status of a particular business entity or the general devastation in the community in which the business is located.

#### **Purpose**

- Define preparedness activities that will enhance the effectiveness of response measures.
- Provide information and training on implementing support to the business community.
- Define roles and responsibilities for Office of Emergency Management (OEM), the corporate partners and networking organizations in preparing for and responding to an emergency and/or disaster.
- Identify resources available for the public and private sector partners.
- Facilitate communication of specific business and industry sector status or ability to return to normal operation post event.

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<sup>49</sup> EMAP 4.4.3(22)

## **PART 2 – Concept of Operations**

### **Organization**

- ESF 18 coordinates its activities through the EOC Infrastructure Branch Director in the EOC and with State ESF 18 operation.

### **Direction and Control**

ESF 18 is a function of the EOC Infrastructure Branch and falls under the supervision of the EOC Infrastructure Branch Director. Therefore, the EOC Infrastructure Branch Director will provide the general guidance for ESF 18 during activations. ESF 18 will coordinate resources through the EOC Infrastructure Branch Director.

### **ESF 18 Interface**

- ESF 18 will coordinate directly with other agencies for support services.
- ESF 18 will coordinate through the Infrastructure Branch Director for support from other ESFs outside their respective branch.
- ESF 18 will exhaust all obtainable resources before turning a request for logistical support over to ESF 7 (Resource Support).

### **Preparation**

The Public-Private Partnership members meet regularly to discuss issues such as lessons-learned, best practices, program development, information sharing, etc. Other activities that occur during this phase of emergency management include:

- Training: FEMA Independent Study Courses 100, 200, 660, 662, 700, 775 & 800
- Design and participation in appropriate exercises
- Business Continuity Information Network access development and partner training

### **Response**

- Implement protective measures for their facilities/infrastructure.
- Activate command centers and/or send personnel to the EOC to support ESF 18 functions
- Provide information to the EOC on the status of grocery stores, pharmacies and other private sector facilities.
- Conduct impact assessments following the disaster to determine level of damages to their operations and facilities and the economic impacts.
- Notify the EOC of any potential or anticipated problems or areas of concern.
- Review team rosters to ensure continuity of operation.
- Coordinate with ESF 14 (Public Information) to disseminate information to the public concerning private resumption and availability of services and products.
- The ESF 18 EOC Liaison will facilitate conference calls with the corporate partners and networking organizations to solicit information, resources and donations.

### **Recovery**

The Recovery period is divided into three basic phases. The first phase, Short Term Recovery, begins while the Response Phase is ending. Short-term recovery can be defined as that period of time when the temporary restorations of daily activities are implemented. The coordination of this phase of the recovery

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process is the direct responsibility of the Miami-Dade EOC. The second phase is the Intermediate phase which would involve the activation of the Recovery Operations Center and Recovery Support Function (RSF) Economic. The final phase is Long Term Recovery which is addressed in the Post Disaster Redevelopment Plan (PDRP) through Technical Advisory Committees.

## **EMERGENCY OPERATIONS CENTER LOGISTICS PLAN<sup>50</sup>**

### **PART 1 – General**

#### **Introduction**

The EOC Logistics Section supports the operations of the Miami-Dade County Emergency Operations Center (EOC) by acquiring, deploying, tracking, and demobilizing equipment, supplies, and human resources. The EOC Logistics Section is directed by the EOC Logistics Section Chief and is comprised of four Emergency Support Functions (ESFs). These include: ESF 7 (Resource Support); ESF 11 (Food and Water); ESF 13 (Military Support); and ESF 15 (Volunteers & Donations).

#### **Lead Agency**

Miami-Dade Office of Emergency Management

#### **Support Agencies**

- Miami-Dade Internal Services Department (ISD)
- Miami-Dade Procurement Management Services – A Division of ISD (PMS)
- Florida National Guard
- Florida Division of Emergency Management (FDEM)
- United Way of Miami

#### **Purpose**

The Logistics Plan provides an all-hazards framework for collaboration among responsible entities and coordination during emergencies in Miami-Dade County. The Logistics Plan describes the general approach of Miami-Dade Emergency Management (OEM) and other entities in coordinating the influx of local, regional, state, and out-of-state resources and commodities that can be expected following a catastrophic incident such as a major hurricane.

The Logistics Plan does not replace existing means of acquiring resources. Rather, it is meant to augment partner agencies' methods of acquiring the necessary resources in response to an incident. The Logistics Plan complies with the requirements of the National Incident Management System (NIMS), and is consistent with the National Preparedness Goal (NPG).

#### **Scope**

The EOC Logistics Section provides support to Miami-Dade County agencies by acquiring assets, equipment, supplies, personnel, and/or identifying the facilities necessary to protect the health, safety, and welfare of visitors and residents in a countywide incident when the normal means of acquiring resources are inadequate or unavailable. This document will describe the roles, responsibilities, and operations of the EOC Logistics Section.

It is recognized that during the response to an actual incident, the scope of coordination for logistics may encompass other counties; the State of Florida; and the Federal Government.

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<sup>50</sup> EMAP 4.4.3 (25)

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## **PART 2 – Concept of Operations**

### **Alert & Notification**

The EOC Logistics Section Chief will notify lead and support agencies of an imminent threat of disaster and/or pending EOC activation. It is the responsibility of the primary emergency contact person for each agency to activate the department's internal notification processes and to develop a schedule of personnel to staff the EOC. Each agency must identify at least six individuals to represent it.

The EOC Logistics Section Chief will also notify disaster site managers i.e., Staging Areas, POD's, Employee Volunteer Staging Areas, and Volunteer & Donations Coordination Centers staff when they are on stand-by.

### **Response**

During an event, EOC section chiefs will advise the EOC Logistics Section Chief of anticipated needs or operational adjustments that influence the logistical responsibilities of the EOC coordinated effort. The EOC Logistics Section will support the response phase of an incident when that incident triggers a deficit in available resources. Once an agency within Miami-Dade County requires a resource to carry out its emergency mission that it cannot obtain on its own or Miami-Dade County needs to initiate disaster operations in which it does not normally engage, the EOC Logistics Section will be utilized for the acquisition of resources.

The EOC Logistics Section is primarily responsible for, but not limited to, the following response activities during EOC activations:

- Resource Acquisition
- Resource Staging
- Points of Distribution
- Volunteer Management
- Fuel Shortage/Prioritization
- Temporary Housing
- Warehouse Operations
- Donation Coordination

### **Recovery**

When a local state of emergency is declared by the County Mayor, the EOC will initiate response operations to assist communities impacted by the event. As response operations are underway, the EOC will simultaneously begin the planning of recovery operations. Planning for recovery during the response phase ensures an effective transition from one phase of emergency operations to another. The emphasis of local activities shifts from response to relief and short-term recovery as the requirements to save lives, protect property, and protect public health and safety diminishes. During this phase the county begins the transition out of EOC-oriented operations as organizations that are designed to facilitate recovery operations stand-up. The county may ultimately transition to a recovery organization that is not based in the EOC, or may move recovery functions to specific departments or agencies for which these functions are part of the departments' or agencies' respective missions. Consequently, the EOC tends to have a diminishing role in recovery activities as the recovery period progresses.



### **Demobilization**

Demobilization of the EOC Logistics Section may commence once it is determined that the EOC will be deactivated. The EOC Logistics Section Chief will develop a demobilization plan, which will include a timeline for deactivation; continuity of resource acquisition for continued support of incidents that do not require full-scale (Level 1) activation; close-out of requests; and return of requested resources.

## **ATTACHMENTS**

**Figure 1 – Proposed Population Projections**

**Proposed Population Projections, 1990 to 2030  
Miami-Dade County by Minor Statistical Area**

Area	1990	2000	2010	2015	2020	2025	2030	Capacity
1.1	12,546	16,278	21,751	23,140	24,957	26,939	29,116	28,372
1.2	8,854	10,513	12,389	12,496	12,635	12,765	12,894	12,778
1.3	110,126	108,526	108,960	113,825	117,570	121,447	125,905	126,759
2.1	129,542	160,589	172,876	176,912	182,256	187,968	194,162	191,723
2.2	41,795	48,988	54,587	55,948	57,706	59,602	61,677	60,981
2.3	77,397	82,976	83,312	85,775	88,124	90,657	93,554	93,569
2.4	75,900	78,931	80,165	81,739	83,243	84,857	86,696	86,618
3.1	131,084	201,811	225,910	230,826	237,633	244,333	251,148	246,045
3.2	82,657	122,540	147,957	157,026	169,181	182,409	196,858	191,570
4.1	91,146	87,834	85,289	89,159	91,702	94,185	96,997	97,702
4.2	83,779	80,689	78,441	82,435	85,128	87,789	90,816	91,603
4.3	106,641	115,905	116,176	116,767	117,479	118,198	118,953	118,463
4.4	15,480	16,060	16,182	16,336	16,490	16,655	16,839	16,796
4.5*	105	122	7	7	7	7	7	152
4.6	44,930	47,631	48,378	51,301	53,919	56,734	59,977	60,271
4.7	36,432	35,945	49,654	60,727	72,332	85,314	100,242	98,518
5.1	117,989	122,903	132,529	136,472	140,549	144,982	150,018	149,672
5.2	53,742	55,896	70,629	74,819	79,511	84,685	90,553	89,910
5.3	118,198	120,126	127,979	130,595	133,251	136,122	139,376	139,087
5.4	97,439	102,262	102,113	102,481	102,886	103,292	103,723	103,437
5.5	74,262	80,111	79,926	81,462	83,012	84,685	86,581	86,407
5.6	30,072	32,431	32,014	32,579	33,139	33,742	34,426	34,365
5.7	22,727	25,346	25,078	25,325	25,617	25,926	26,263	26,131
5.8	33,358	35,040	35,697	37,019	38,235	39,544	41,045	41,123
6.1	110,762	156,640	186,579	190,008	194,688	199,218	203,786	200,130
6.2	67,648	125,812	146,136	151,350	158,711	166,033	173,498	168,063
7.1	33,467	41,575	62,081	67,256	74,004	81,437	89,645	87,051
7.2	36,214	39,327	47,187	55,012	62,932	71,710	81,821	81,277
7.3	31,173	32,367	37,836	40,840	43,856	47,167	50,969	50,970
7.4	46,921	48,364	73,780	87,132	102,173	119,053	138,285	134,974
7.5	10,425	14,635	28,259	33,519	41,014	49,360	58,395	54,289
7.6**	4,283	5,189	6,578	6,910	7,603	8,587	9,926	24,929
<b>Total</b>	<b>1,937,094</b>	<b>2,253,362</b>	<b>2,496,435</b>	<b>2,607,198</b>	<b>2,731,543</b>	<b>2,865,402</b>	<b>3,014,151</b>	<b>2,993,735</b>

Source: Miami-Dade County, Department of Regulatory and Economic Resources, Research Section 2013.

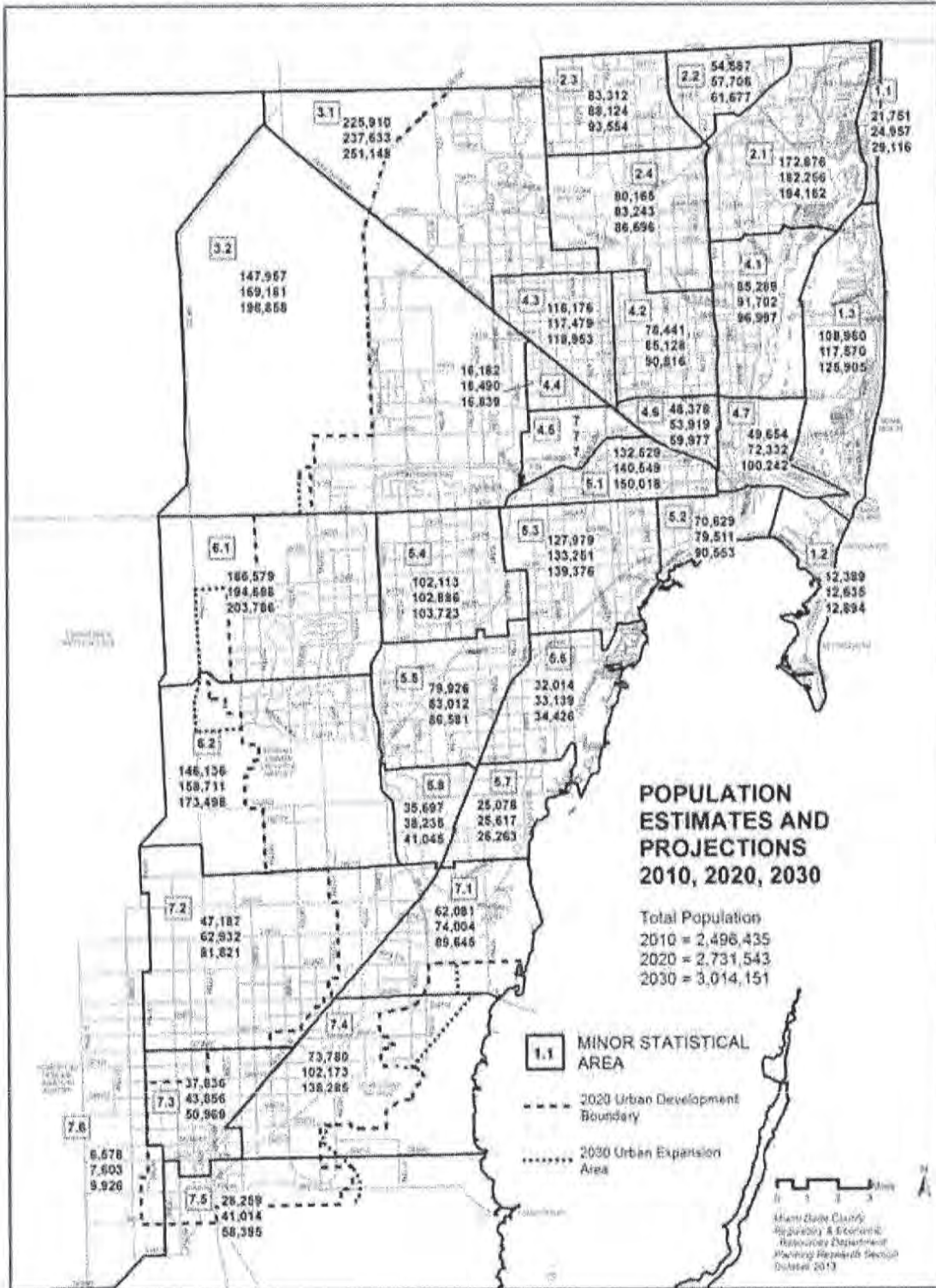
**Figure 2 – Annual Average Change**

**Annual Average Change  
Population Projections 1970-2030  
Miami-Dade County by Minor Statistical Area**

Area	1970-1980	1980-1990	1990-2000	2000-2010	2010-2015	2015-2020	2020-2025	2025-2030
1.1	985	-63	373	547	278	363	396	435
1.2	172	252	166	188	21	28	26	26
1.3	1,076	-315	-160	43	973	749	775	892
2.1	2,845	920	3,105	1,229	807	1,069	1,142	1,239
2.2	498	986	719	560	272	352	379	415
2.3	2,614	613	558	34	493	470	507	579
2.4	636	709	303	123	315	301	323	368
3.1	3,503	5,585	7,073	2,410	983	1,361	1,340	1,363
3.2	2,786	4,443	3,988	2,542	1,814	2,431	2,646	2,890
4.1	1,449	141	-331	-255	774	509	497	562
4.2	-1,531	-822	-309	-225	799	539	532	605
4.3	1,683	1,555	926	27	118	142	144	151
4.4	-112	79	58	12	31	31	33	37
4.5	-20	-12	2	-12	0	0	0	0
4.6	395	680	270	75	585	524	563	649
4.7	-1,109	-235	-49	1,371	2,215	2,321	2,596	2,986
5.1	1,215	885	491	963	789	815	887	1,007
5.2	294	421	215	1,473	838	938	1,035	1,174
5.3	327	-122	193	785	523	531	574	651
5.4	1,919	763	482	-15	74	81	81	86
5.5	2,878	1,456	585	-19	307	310	335	379
5.6	-41	-4	236	-42	113	112	121	137
5.7	874	118	262	-27	49	58	62	67
5.8	1,149	6	168	66	264	243	262	300
6.1	4,083	6,026	4,588	2,994	686	936	906	914
6.2	1,813	4,613	5,816	2,032	1,043	1,472	1,464	1,493
7.1	685	362	811	2,051	1,035	1,350	1,487	1,642
7.2	1,368	782	311	786	1,565	1,584	1,756	2,022
7.3	755	245	119	547	601	603	662	760
7.4	2,025	487	144	2,542	2,670	3,008	3,376	3,846
7.5	412	468	421	1,362	1,052	1,499	1,669	1,807
7.6	184	110	91	139	66	139	197	268
<b>Total</b>	<b>35,809</b>	<b>31,131</b>	<b>31,627</b>	<b>24,307</b>	<b>22,153</b>	<b>24,869</b>	<b>26,772</b>	<b>29,750</b>

Source: Miami-Dade County, Department of Regulatory and Economic Resources, Research Section 2013.

**Figure 3 – Minor Statistical Areas**



**Figure 4 – 2015 Demographic and Housing Characteristics**

	2015	2010- 15 % change
<b>SEX AND AGE</b>		
<b>Total population</b>	<b>2,693,117</b>	<b>7.5%</b>
Male	1,305,293	7.6%
Female	1,387,824	7.4%
Under 5 years	157,887	5.2%
5 to 9 years	149,574	2.4%
10 to 14 years	150,803	-1.0%
15 to 19 years	156,490	-6.8%
20 to 24 years	177,364	-0.4%
25 to 34 years	384,040	12.6%
35 to 44 years	377,861	1.4%
45 to 54 years	400,141	8.7%
55 to 59 years	165,434	12.5%
60 to 64 years	152,990	20.2%
65 to 74 years	223,974	18.3%
75 to 84 years	138,576	13.9%
85 years and over	57,983	32.3%
Median age (years)	39.8	3.9%
18 years and over	2,140,283	9.2%
21 years and over	2,041,690	10.2%
62 years and over	508,399	17.6%
65 years and over	420,533	18.5%
18 years and over	2,140,283	9.2%
Male	1,022,303	9.5%
Female	1,117,980	9.0%
65 years and over	420,533	18.5%
Male	174,737	18.3%
Female	245,796	18.7%
<b>RACE</b>		
<b>Total population</b>	<b>2,693,117</b>	<b>7.5%</b>
One race	2,652,871	7.1%
Two or more races	40,246	39.9%
One race	2,652,871	7.1%
White	2,032,881	8.8%
Black or African American	495,903	4.6%
American Indian and Alaska Native	1,741	-60.6%
Asian	42,970	9.3%
Native Hawaiian and Other Pacific Islander	310	181.8%
Some other race	79,066	-12.6%
Two or more races	40,246	39.9%
White and Black or African American	12,860	68.4%
White and American Indian and Alaska Native	1,535	-25.5%
White and Asian	6,160	107.8%

Black or African American & American Indian & Alaska Native	221	-58.8%
<b>Race alone or in combination with one or more other races</b>		
White	2,066,185	9.3%
Black or African American	515,021	5.6%
American Indian and Alaska Native	5,881	-23.3%
Asian	52,309	14.4%
Native Hawaiian and Other Pacific Islander	2,867	217.5%
Some other race	94,190	-8.4%
<b>HISPANIC OR LATINO AND RACE</b>		
<b>Total population</b>	<b>2,693,117</b>	<b>7.5%</b>
Hispanic or Latino (of any race)	1,800,281	10.2%
Mexican	64,583	28.0%
Puerto Rican	111,677	11.8%
Cuban	961,519	9.7%
Other Hispanic or Latino	662,502	9.2%
Not Hispanic or Latino	892,836	2.4%
White alone	381,160	-0.1%
Black or African American alone	448,936	4.0%
American Indian and Alaska Native alone	811	-53.9%
Asian alone	41,426	8.7%
Native Hawaiian and Other Pacific Islander alone	50	-54.5%
Some other race alone	6,136	-0.1%
Two or more races	14,317	13.3%
Two races including Some other race	3,214	79.6%
Two races excluding Some other race, & Three or more races	11,103	2.4%
<b>Citizen voting age population, 18 and over population</b>		
	<b>1,568,980</b>	
Male	735,313	
Female	833,667	
<b>HOUSING OCCUPANCY</b>		
<b>Total housing units</b>	<b>1,010,631</b>	<b>2.1%</b>
Occupied housing units	857,712	5.9%
Vacant housing units	152,919	-14.9%
Homeowner vacancy rate	2.1	-2.50
Rental vacancy rate	5.9	-3.80
<b>HOUSEHOLDS BY TYPE</b>		
<b>Total households</b>	<b>857,712</b>	<b>5.9%</b>
Family households (families)	577,934	3.8%
With own children under 18 years	240,377	-1.2%
Married-couple family	360,402	1.5%
With own children under 18 years	145,738	-3.6%
Male householder, no wife present, family	56,376	13.1%
With own children under 18 years	21,377	16.8%
Female householder, no husband present, family	161,156	6.1%

With own children under 18 years	73,262	-0.8%
Nonfamily households	279,778	10.6%
Householder living alone	231,648	11.9%
65 years and over	87,655	14.3%
Households with one or more people under 18 years	278,053	-2.0%
Households with one or more people 65 years and over	274,686	15.4%
Average household size	3.1	2.3%
Average family size	3.8	3.6%

Miami-Dade County Profiles, American Community Survey (2015)



**Figure 5 – Community Economic Profile**

Employment By Sector (2015)	Miami-Dade	Florida
<b>Average Annual Employment</b>	<b>1,079,316</b>	<b>8,039,635</b>
Natural Resources & Mining	0.8%	1.0%
Construction	3.7%	5.4%
Manufacturing	3.6%	4.3%
Trade, Transportation, and Utilities	25.7%	20.9%
Information	1.6%	1.7%
Financial Activities	6.8%	6.6%
Professional and Business Services	13.7%	15.2%
Education and Health Services	15.5%	14.7%
Leisure and Hospitality	12.4%	14.1%
Other Services	3.7%	3.3%
Government	12.4%	12.9

Average Annual Wage – Miami-Dade (2015)	
All Industries	\$50,548
Natural Resource & Mining	\$29,931
Construction	\$48,936
Manufacturing	\$47,253
Trade, Transportation, and Utilities	\$45,279
Information	\$80,272
Financial Activities	\$83,105
Professional and Business Services	\$60,422
Education and Health Services	\$50,325
Leisure and Hospitality	\$29,407
Other Services	\$31,090
Government	\$58,782

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

Per Capita Personal Income (2015)		
Miami-Dade	Florida	United States
\$43,278	\$44,429	\$48,112

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

Miami-Dade County Labor Force & Unemployment			
	Aug 2015	% Change from July 2015	% Change from August 2014
Labor Force	1,304,631	0.2%	-1.4%
Employment	2, 227,976	0.5%	-0.7%
Unemployment	76,655	-3.9%	-12.0%

Miami-Dade County Labor Market Report, Issue #25, 2015

Miami-Dade County Unemployment Rate		
August 2015	July 2015	August 2014
5.9%	6.1%	6.6%

Miami-Dade County Labor Market Report, Issue #25, 2015

**Figure 6 – Language Proficiency**

Description	Miami-Dade County		Florida		United States	
	Number	Percent	Number	Percent	Number	Percent
Population 5 years and over	2,462,579	100.0%	18,478,811	100.0%	296,358,760	100.0%
Speak only English	699,115	28.4%	13,411,845	72.6%	234,610,020	79.2%
Speak a language other than English	1,763,464	71.6%	5,066,966	27.4%	61,748,740	20.8%
Speaks English less than "very well"	852,454	34.6%	2,124,218	11.5%	25,125,132	8.5%
Spanish or Spanish Creole	1,560,940	63.4%	3,764,501	20.4%	38,417,235	13.0%
Speaks English less than "very well"	771,435	31.3%	1,645,913	8.9%	16,201,382	5.5%
French Creole	109,810	4.5%	367,173	2.0%	783,017	0.3%
Speaks English less than "very well"	52,016	2.1%	169,179	0.9%	328,543	0.1%
Other Indo-European languages*	58,216	2.4%	557,601	3.0%	9,902,901	3.3%
Speaks English less than "very well"	16,625	0.7%	156,116	0.8%	3,070,182	1.0%
Asian and Pacific Island languages <sup>†</sup>	19,722	0.8%	280,117	1.5%	9,819,037	3.3%
Speaks English less than "very well"	9,477	0.4%	124,129	0.7%	4,656,352	1.6%
Other languages <sup>‡</sup>	14,776	0.6%	97,574	0.5%	2,826,550	1.0%
Speaks English less than "very well"	2,901	0.1%	28,881	0.2%	868,673	0.3%

Source: 2013 American Community Survey 1-Year Estimates, B16001: Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over

**Figure 7 – Percent Population with Disability**

Category	Description	Miami-Dade County		Florida		United States	
		Number with Disability	Percent	Number with Disability	Percent	Number with Disability	Percent
All	Total civilian noninstitutionalized population	2,588,206	100.0%	19,245,127	100.0%	311,158,104	100.0%
	Total civilian noninstitutionalized population with a disability	263,320	10.2%	2,583,910	13.4%	39,137,986	12.6%
<b>Disability by Age</b>							
Under 5	Total	154,597	6.0%	1,074,049	5.6%	19,768,668	6.4%
	Total with a disability	1,176	0.8%	9,560	0.9%	160,686	0.8%
	With a hearing difficulty	804	0.5%	6,786	0.6%	105,854	0.5%
	With a vision difficulty	572	0.4%	5,337	0.5%	96,403	0.5%
5 to 17	Total	390,377	15.1%	2,945,786	15.3%	53,677,394	17.3%
	Total with a disability	17,097	4.4%	157,950	5.4%	2,879,661	5.4%
	With a hearing difficulty	2,078	0.5%	13,996	0.5%	334,241	0.6%
	With a vision difficulty	3,800	1.0%	26,422	0.9%	460,833	0.9%
	With a cognitive difficulty	13,021	3.3%	124,870	4.2%	2,180,466	4.1%
	With an ambulatory difficulty	2,759	0.7%	19,126	0.6%	338,682	0.6%
	With a self-care difficulty	3,568	0.9%	27,184	0.9%	483,196	0.9%
18 to 64	Total	1,660,100	64.1%	11,646,895	60.5%	194,358,411	62.5%
	Total with a disability	115,290	6.9%	1,196,475	10.3%	20,321,851	10.5%
	With a hearing difficulty	17,263	1.0%	210,779	1.8%	4,085,272	2.1%
	With a vision difficulty	24,993	1.5%	232,994	2.0%	3,786,958	1.9%

Category	Description	Miami-Dade County		Florida		United States	
		Number with Disability	Percent	Number with Disability	Percent	Number with Disability	Percent
	culty						
	With a cognitive difficulty	51,254	3.1%	482,496	4.1%	8,463,243	4.4%
	With an ambulatory difficulty	56,688	3.4%	626,300	5.4%	10,201,016	5.2%
	With a self-care difficulty	20,339	1.2%	219,003	1.9%	3,618,899	1.9%
	With an independent living difficulty	39,464	2.4%	424,147	3.6%	7,079,195	3.6%
65 and over	Total	383,132	14.8%	3,578,397	18.6%	43,353,631	13.9%
	Total with a disability	129,757	33.9%	1,219,925	34.1%	15,775,788	36.4%
	With a hearing difficulty	35,920	9.4%	491,831	13.7%	6,572,050	15.2%
	With a vision difficulty	26,106	6.8%	230,244	6.4%	2,966,615	6.8%
	With a cognitive difficulty	46,136	12%	317,136	8.9%	3,993,337	9.2%
	With an ambulatory difficulty	90,491	23.6%	776,857	21.7%	10,090,255	23.3%
	With a self-care difficulty	38,839	10.1%	266,589	7.4%	3,688,100	8.5%
	With an independent living difficulty	61,727	16.1%	487,743	13.6%	6,692,064	15.4%
<b>Disability by Sex</b>							
Male	Total	1,250,105	48.3%	9,333,945	48.5%	152,044,681	48.9%
	With a disability	117,023	9.4%	1,250,341	13.4%	18,912,986	12.4%
Female	Total	1,338,101	51.7%	9,911,182	51.5%	159,113,423	51.1%
	With a disability	146,297	10.9%	1,333,569	13.5%	20,225,000	12.7%

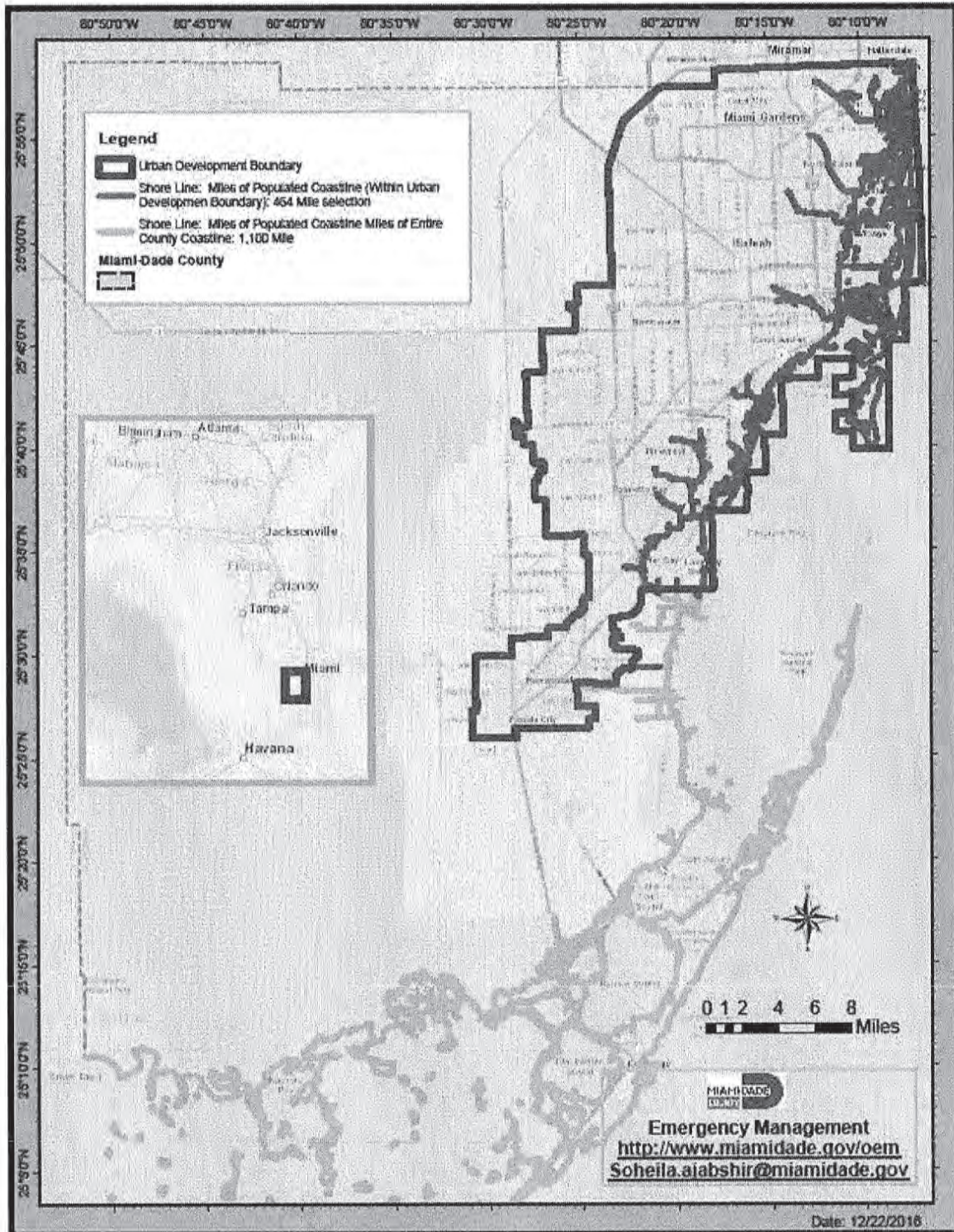
Source: 2013 American Community Survey 1-Year Estimates, S1810 Disability Characteristics

**Figure 8 – Average Assessed Values by Municipality**

<b>2015 Average Assessed Residential Value By Municipality</b>		
<b>Municipality</b>	<b>Count</b>	<b>Average Assessed Value</b>
City of Miami	90,986	238,921
City of Miami Beach	46,486	439,272
City of Coral Gables	16,450	603,248
City of Hialeah	49,238	102,424
City of Miami Springs	3,786	193,013
City of North Miami	14,328	115,743
City of North Miami Beach	11,981	110,508
City Of Opa-Locka	2,622	56,359
City of South Miami	3,638	247,647
City of Homestead	17,068	89,248
Miami Shores Village	3,680	251,810
Bal Harbour Village	3,298	1,052,194
Town of Bay Harbor Islands	2,360	256,869
Town of Surfside	3,244	375,451
City of West Miami	1,509	159,831
City of Florida City	1,826	52,403
Village of Biscayne Park	854	189,345
Village of El Portal	695	163,175
Town of Golden Beach	342	2,203,199
Village of Pinecrest	5,922	616,020
Village of Indian Creek	30	12,765,813
Town of Medley	85	67,026
North Bay Village	3,814	186,380
Village of Key Biscayne	6,825	1,057,098
City of Sweetwater	2,800	101,377
Village of Virginia Gardens	566	136,716
City of Hialeah Gardens	5,642	109,381
City of Aventura	23,904	309,335
Municipal Service Area	313,143	147,264
City of Sunny Isles Beach	15,826	487,419
Town of Miami Lakes	8,924	210,266
Village of Palmetto Bay	7,984	296,505
City of Miami Gardens	28,436	86,308
City of Doral	17,751	242,817
Town of Cutler Bay	14,299	142,598
<b>Miami-Dade Countywide</b>	<b>730,711</b>	<b>216,726</b>

Source: Miami-Dade County Property Appraiser 2015 Preliminary Average Residential Values

**Figure 9 – Map of Populated Coastline**



**Figure 10 – Classification of Events**

	<b>INCIDENT</b>	<b>MINOR DISASTER</b>	<b>MAJOR DISASTER</b>	<b>CATASTROPHIC DIS- ASTER</b>
	A condition of significant peril to the safety of persons or property that typically comprises the following attributes:	A condition of extreme peril to the safety of persons or property that typically comprises the following attributes:	An exceptional threat to persons or property that typically comprises of the following attributes:	An extraordinary threat to persons or property that typically comprises of the following attributes:
<b>EVENT</b>	<ul style="list-style-type: none"> <li>• Usually an isolated event with an ordinary threat to life and property;</li> <li>• Usually involving a limited or small population;</li> <li>• Usually unpredictable</li> <li>• Usually demands immediate action to protect life, preserve public health or essential services or protect property;</li> <li>• Has a defined geographical area.</li> </ul>	<ul style="list-style-type: none"> <li>• Usually an isolated event with an significant threat to life and property;</li> <li>• Usually involving a limited population;</li> <li>• Usually unpredictable;</li> <li>• Usually demands immediate action to protect life, preserve public health or essential services or protect property;</li> <li>• Has a defined geographical area.</li> </ul>	<ul style="list-style-type: none"> <li>• Single or multiple event (can have other separate incidents associated with it);</li> <li>• Exceptional threat to life and property;</li> <li>• Generally wide-spread population and geographic area is affected.</li> </ul>	<ul style="list-style-type: none"> <li>• Single or multiple event (can have many other separate incidents associated with it);</li> <li>• Because of the severity of the event, some or all, local resources are unavailable or overwhelmed;</li> <li>• The fulfillment of the community's essential functions are prevented;</li> <li>• Extraordinary threat to life and property;</li> <li>• Widespread population and geographic area is affected.</li> </ul>
<b>RESPONSE</b>	<ul style="list-style-type: none"> <li>• Usually only one to a few local agencies involved;</li> <li>• Typically does not exceed the capabilities of the agency(ies) involved;</li> <li>• Mutual aid is typically not applied;</li> <li>• A local emergency is not declared;</li> <li>• The EOC may be activated to a</li> </ul>	<ul style="list-style-type: none"> <li>• Usually only a few local agencies involved;</li> <li>• Typically does not exceed the capabilities of the agencies involved;</li> <li>• Mutual aid may or may not be applied;</li> <li>• A local emergency is not declared;</li> <li>• The EOC may be activated to a Level II;</li> <li>• Primary command</li> </ul>	<ul style="list-style-type: none"> <li>• Resource demand may be beyond local capabilities of the responding organizations or jurisdiction – significant mutual aid and support may be needed;</li> <li>• Many agencies and jurisdictions are involved – multiple layers of government;</li> <li>• The EOC is activated to at least a Level I to provide</li> </ul>	<ul style="list-style-type: none"> <li>• Resource demand greatly exceeds the local capabilities of the responding organizations or jurisdiction – extensive mutual aid and support are needed;</li> <li>• Many agencies and jurisdictions are involved – multiple layers of government;</li> <li>• The EOC is activated to a Level I to provide centralized overall command and coordination of jurisdic-</li> </ul>

	<b>INCIDENT</b>	<b>MINOR DISASTER</b>	<b>MAJOR DISASTER</b>	<b>CATASTROPHIC DIS- ASTER</b>
<b>RESPONSE (continued)</b>	<ul style="list-style-type: none"> <li>Level II;</li> <li>Primary command decisions are made at the scene incident command post(s);</li> <li>Strategy, tactics, and resource assignments are determined on the scene;</li> <li>Usually a fairly short duration measured in hours.</li> </ul>	<ul style="list-style-type: none"> <li>decisions are made at the scene incident command post(s) or EOC;</li> <li>Strategy, tactics, and resource assignments are determined on the scene;</li> <li>Usually a fairly short duration measured in hours to days.</li> </ul>	<ul style="list-style-type: none"> <li>centralized overall command and coordination of jurisdictional assets, department, and incident support functions, and initial recovery coordination;</li> <li>Will last a substantial period of time (days to weeks) and local government will proclaim a "local disaster."</li> </ul>	<ul style="list-style-type: none"> <li>tional assets, department, and incident support functions, and initial recovery coordination;</li> <li>Will last a substantial period of time (weeks to months) and governmental agencies will make disaster declarations.</li> </ul>
<b>RECOVERY</b>	<ul style="list-style-type: none"> <li>Limited to short-term recovery efforts (i.e., restoration of vital services and facilities);</li> <li>Usually one to a few local agencies involved.</li> </ul>	<ul style="list-style-type: none"> <li>Limited to short-term recovery efforts (i.e., restoration of vital services and facilities);</li> <li>Usually only a few local agencies involved.</li> </ul>	<ul style="list-style-type: none"> <li>Involves both short-term and long-term recovery efforts;</li> <li>Generally all local agencies involved;</li> <li>May require assistance from state agencies;</li> <li>May require assistance from federal agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Involves both short-term and long-term recovery efforts;</li> <li>All local agencies involved;</li> <li>Requires assistance from state agencies;</li> <li>Requires assistance from federal agencies, including immediate military involvement.</li> </ul>

(Updated 2011)



**Figure 11 – Miami-Dade EOC Activation Levels**

Level	Personnel	EOC activation	Notifications	Sample Events
Level III: Monitoring & assessment	<ul style="list-style-type: none"> <li>OEM Duty Officer;</li> <li>Director of Emergency Management;</li> <li>OEM Division Director;</li> <li>Appropriate coordinators.</li> </ul>	Yes, but only for OEM staff. OEM functions at near normal operations; may hold periodic planning meetings.	<ul style="list-style-type: none"> <li>OEM Management Staff</li> <li>State Warning Point</li> <li>Key ESF agencies</li> </ul>	<ul style="list-style-type: none"> <li>Limited hazardous materials event;</li> <li>Multiple alarm fire;</li> <li>"Unusual Event" at Turkey Point Nuclear Power Plant.</li> </ul>
Level II: Partial	ICS Positions: <ul style="list-style-type: none"> <li>Incident Commander;</li> <li>Operations Chief;</li> <li>Logistics Chief;</li> <li>Planning Chief;</li> <li>Admin/Finance Chief;</li> <li>Branch Directors</li> <li>Key ESF agencies.</li> </ul>	Yes – ICS <ul style="list-style-type: none"> <li>GIS;</li> <li>Mission Tracking &amp; Message Control Center;</li> <li>The 311;*</li> <li>PIO;*</li> <li>Radio (RACES) communications;*</li> <li>Media Center;*</li> <li>EOC Security.*</li> </ul>	<ul style="list-style-type: none"> <li>County Mayor;</li> <li>Chief of Staff;</li> <li>Municipal Branch Representative;</li> <li>Miami-Dade departments;</li> <li>State Warning Point;</li> <li>Key agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Threatening tropical storm or hurricane;</li> <li>Area flooding;</li> <li>Major urban aviation incident;</li> <li>Wildfires;</li> <li>Minor disasters‡;</li> <li>"Alert" or greater at Turkey Point Nuclear Power Plant.</li> </ul>
Level I: Full-scale	<ul style="list-style-type: none"> <li>ICS Positions;</li> <li>Municipal Branch Representatives;</li> <li>ESF Reps.;</li> <li>State Liaison;</li> <li>Policy Group.</li> <li>Federal Liaisons;</li> <li>Military Support.</li> </ul>	Yes – 24 Hours <ul style="list-style-type: none"> <li>GIS;</li> <li>Mission Tracking &amp; Message Control Center;</li> <li>The 311;</li> <li>PIO;</li> <li>Radio (RACES) communications;</li> <li>Media Center;</li> <li>EOC Security.</li> </ul>	<ul style="list-style-type: none"> <li>Adjacent county EOCs;</li> <li>State EOC;</li> <li>FEMA;</li> <li>Other appropriate agencies,</li> </ul>	<ul style="list-style-type: none"> <li>Hurricane;**</li> <li>Major Turkey Point Nuclear Power Plant incident;</li> <li>Major hazardous materials incident;**</li> <li>Major disasters‡;</li> <li>"Site Area Emergency" or "General Emergency" at Turkey Point Nuclear Power Plant;</li> <li>Any event with a federal declaration of emergency or disaster;</li> <li>Catastrophic disasters‡.</li> </ul>

\* These positions may be activated at Level 2 but are not mandatory at a Level 2.  
 \*\* Generally any event which requires evacuation and sheltering of a **significant** portion of Miami-Dade County will require a Level 1 activation. Cold-weather sheltering or isolated area (high-rise fire) evacuation will **probably** not prompt a Level 1 activation.  
 ‡ Refer to "Classification of Events" in the Concept of Operations Section.

(Updated 2012)

**Figure 12 – Institutionalized Populations**

Description	Miami-Dade County		Florida		United States	
	Number	Percent	Number	Percent	Number	Percent
Total Group Quarters Population	40,057	100.0%	421,709	100.0%	7,987,323	100.0%
Institutionalized Population	20,640	51.5%	254,506	60.4%	3,993,659	50.0%
Correctional facilities for adults	12,127	30.3%	167,453	39.7%	2,263,602	28.3%
Juvenile facilities	504	1.3%	10,061	2.4%	151,315	1.9%
Nursing facilities/Skilled-nursing facilities	6,899	17.2%	73,372	17.4%	1,502,264	18.8%
Other institutional facilities	1,110	2.8%	3,620	0.9%	76,478	1.0%

Source: 2010 Census Summary File 1, P43 Group Quarters Populations by Sex by Age Group Quarters Type

**Figure 13 – Transient Population**

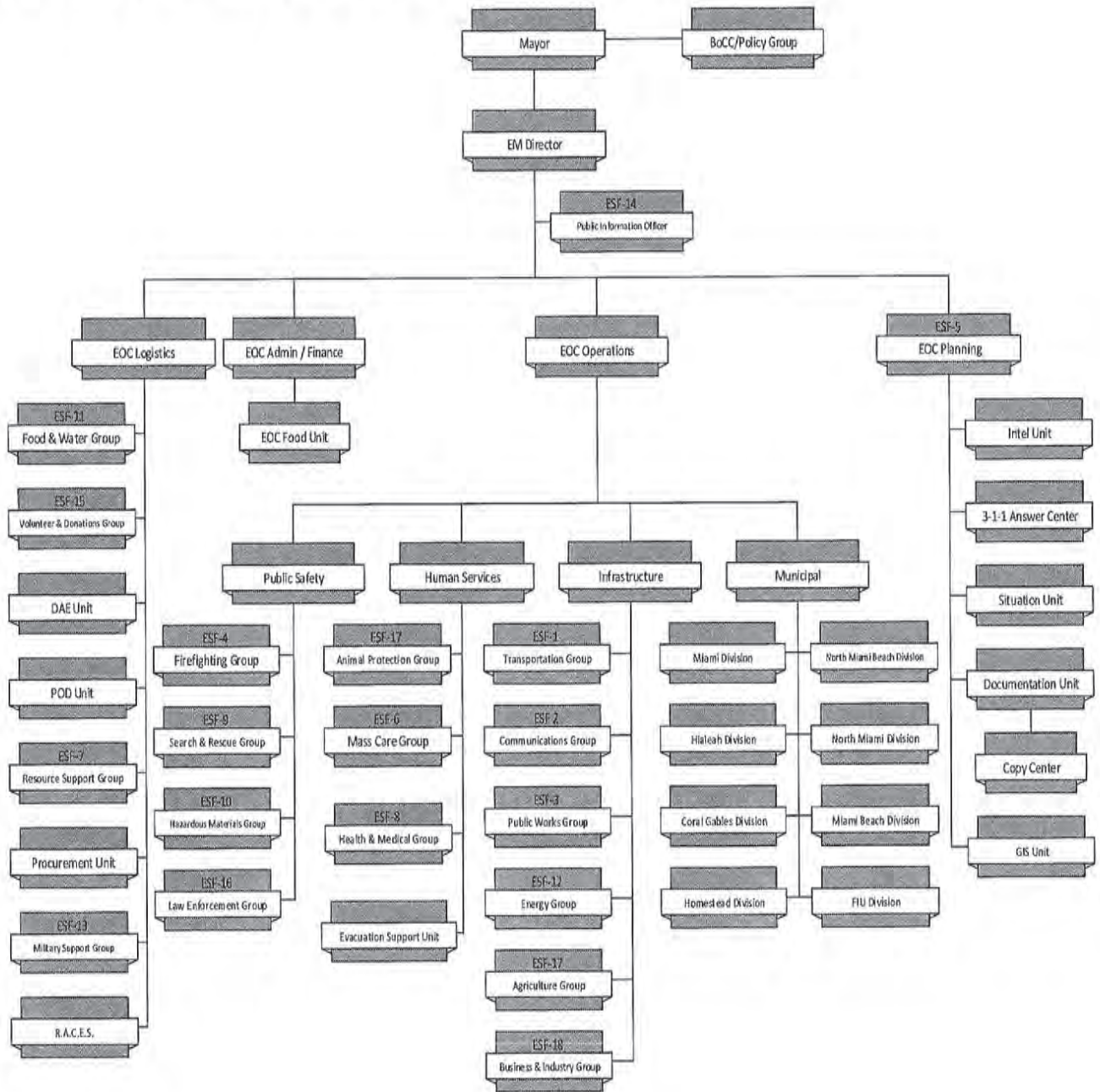
Homeless Population					
United States		Florida		Miami-Dade County	
Number	Homeless Persons Per 10,000	Number	Homeless Persons Per 10,000	Number	Homeless Persons Per 10,000
564,708	17.7	35,964	17.7	4,152	15.4

Source: Miami-Dade Homeless Trust; DCF 2015 Annual Report, Council on Homelessness

Overnight Visitors to Greater Miami and The Beaches – Domestic and International Origins (In Millions)						
	2011	2012	2013	2014	2015	% Change 2015 v. 2014
Domestic Visitors	6,948.5	7,074.9	7,087.2	7,303.2	7,990.2	+9.4%
International Visitors	6,495.7	6,833.7	7,131.7	7,260.0	7,506.1	+3.4
Total Overnight Visitors	13,444.2	13,908.6	14,218.9	14,563.2	15,496.3	+6.4%

Source: Greater Miami and the Beaches 2015 Visitor Industry Overview

**Figure 14 – Miami-Dade EOC Organizational Chart**

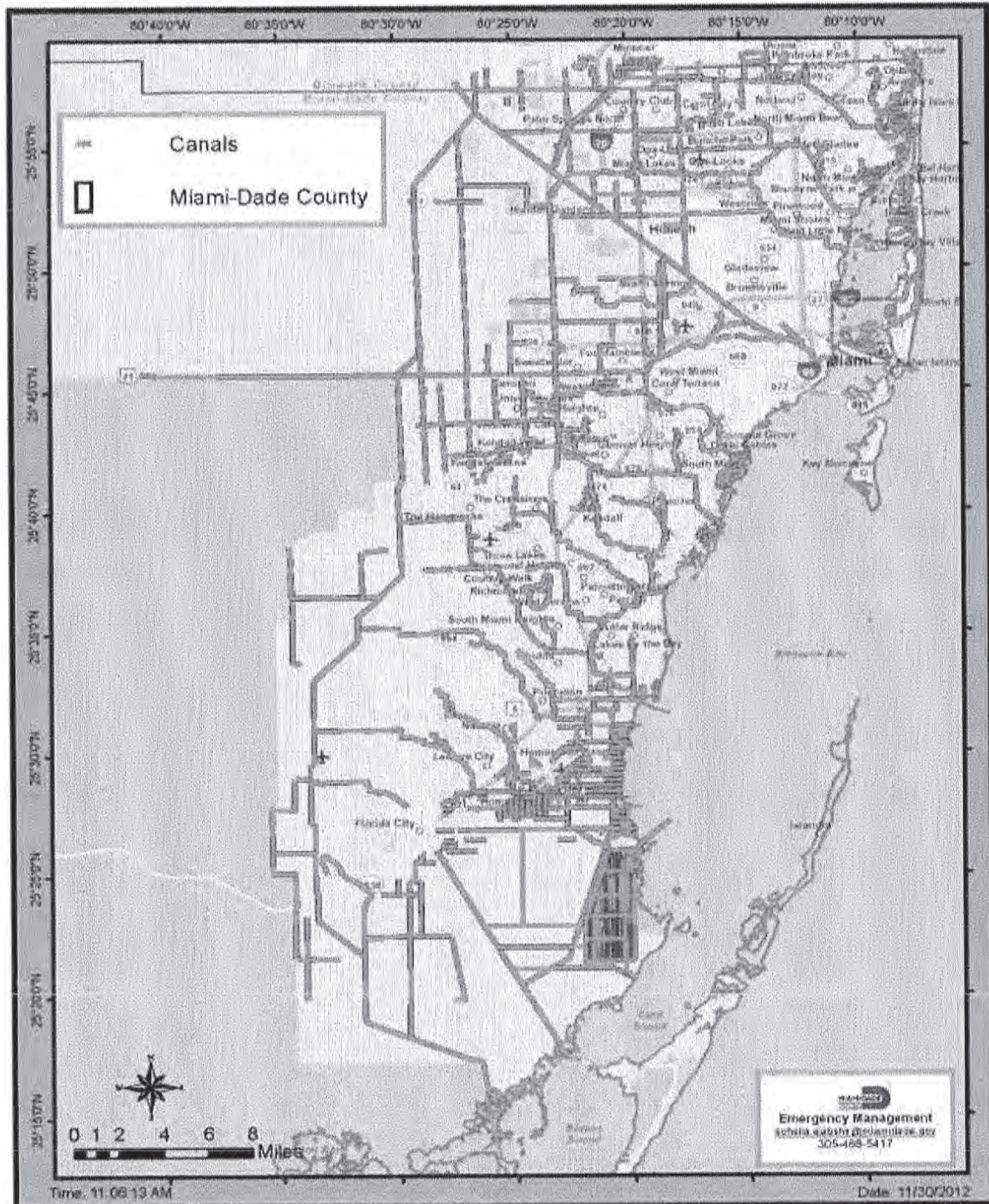


**Figure 15 – Population by Storm Surge Planning Zones**

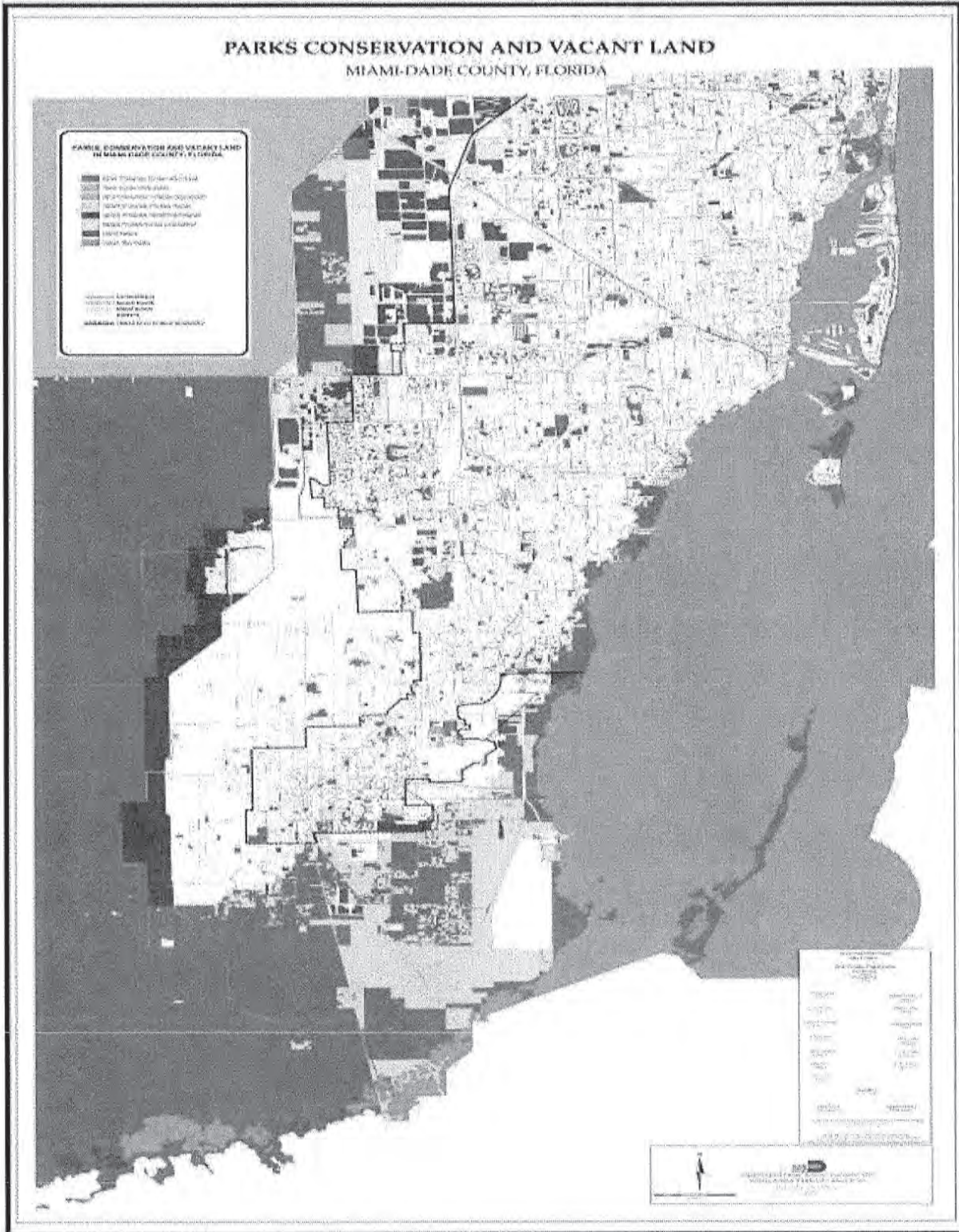
	Risk Area	Cumulative	Mobile Homes Tourists
A	68,317		103,238
B	354,068	422,385	
C	302,039	724,424	
D	631,399	1,355,823	
E	495,629	1,851,452	
<b>Total</b>	<b>1,851,452</b>		<b>1,954,690</b>

Source: 2010 U.S. Census

**Figure 16 – Miami-Dade County Canal Systems**









**Figure 18 – Population Changes in the Turkey Point Emergency Planning Zone**

**EPZ Permanent Resident Population**

Area	2010 Population	2015 Population
1	0	0
2	0	0
3	0	0
4	7,506	8,192
5	44,816	50,674
6	43,313	47,164
7	20,153	21,937
8	89,322	98,631
9	116	126
10	1,103	1,186
<b>TOTAL</b>	<b>206,329</b>	<b>227,910</b>
<b>EPZ Population Growth:</b>		<b>10.46%</b>

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

**Permanent Resident Population and Vehicles by Area**

Area	Residents	Resident Vehicles
1	0	0
2	0	0
3	0	0
4	8,192	3,588
5	50,674	22,171
6	47,164	20,652
7	21,937	9,601
8	98,631	43,175
9	126	55
10	1,186	520
<b>TOTAL</b>	<b>227,910</b>	<b>99,762</b>

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

**Figure 19 – Description of Evacuation Regions (Turkey Point)**

Region	Description	Area										EAS Message	
		1	2	3	4	5	6	7	8	9	10		
R01	2-Mile Ring	x	x										E14/E18/E19/E21/E22/E23
R02	5-Mile Ring	x	x	x	x								E16
R03	Full EPZ	x	x	x	x	x	x	x	x	x	x	x	N/A
<b>Evacuate 5-Mile Radius and Downwind to EPZ Boundary</b>													
Region	Wind Direction Towards:	Area										EAS Message	
		1	2	3	4	5	6	7	8	9	10		
R04	N	x	x	x	x	x	x	x					N/A
R05	NNE	x	x	x	x	x	x						N/A
N/A	NE, ENE, E, ESE, SE, SSE, S	Refer to Region R02										E16	
R06	SSW	x	x	x	x						x		N/A
R07	SW, WSW	x	x	x	x				x	x			E10
R08	W	x	x	x	x			x	x	x			N/A
R09	WNW, NW	x	x	x	x		x	x	x				E12
R10	NNW	x	x	x	x	x	x	x	x				N/A
<b>Site Specific Region</b>													
Region	Wind Direction Towards:	Area										EAS Message	
		1	2	3	4	5	6	7	8	9	10		
R11	Site Specific Region	x	x	x	x		x	x	x	x			N/A
<b>Staged Evacuation - 5-Mile Radius Evacuates, then Evacuate Downwind to EPZ Boundary</b>													
Region	Wind Direction Towards:	Area										EAS Message	
		1	2	3	4	5	6	7	8	9	10		
R12	Full EPZ	x	x	x	x	x	x	x	x	x	x	x	N/A
R13	N	x	x	x	x	x	x	x					N/A
R14	NNE	x	x	x	x	x	x						N/A
N/A	NE, ENE, E, ESE, SE, SSE, S	Refer to Region R02										N/A	
R15	SSW	x	x	x	x						x		N/A
R16	SW, WSW	x	x	x	x				x	x			N/A
R17	W	x	x	x	x			x	x	x			N/A
R18	WNW, NW	x	x	x	x		x	x	x				N/A
R19	NNW	x	x	x	x	x	x	x	x				N/A
R20	Site Specific Region	x	x	x	x		x	x	x	x			N/A

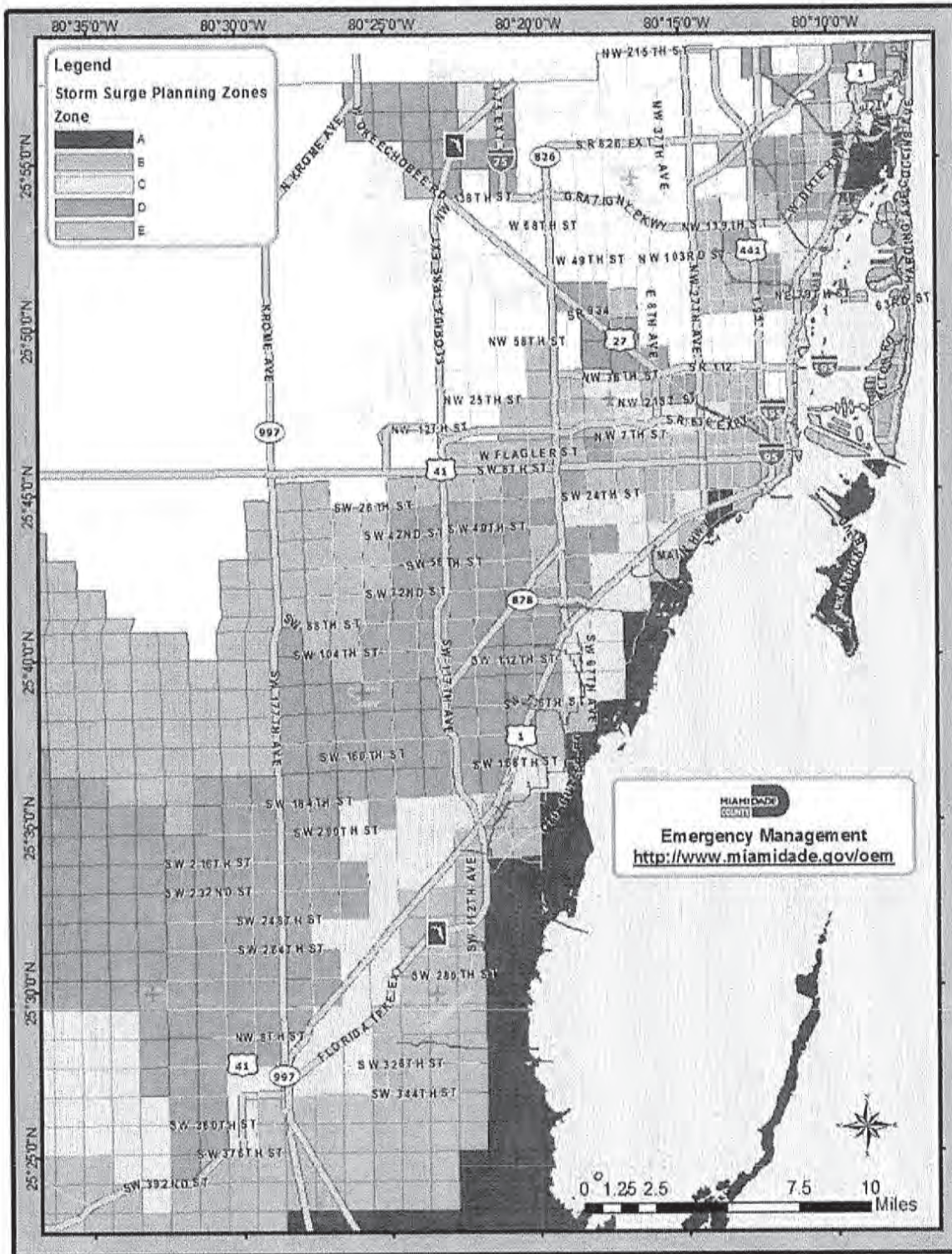
Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

**Figure 20 – Evacuation Clearance Times of 100% of the Affected Populations (Turkey Point)**

Scenario:	Summer		Summer		Summer	Winter		Winter		Winter	Winter	Summer
	Midweek		Weekend		Midweek Weekend	Midweek		Weekend		Midweek Weekend	Weekend	Midweek
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Region	Midday		Midday		Evening	Midday		Midday		Evening	Midday	Midday
	Good Weather	Rain	Good Weather	Rain	Good Weather	Good Weather	Rain	Good Weather	Rain	Good Weather	Special Event	Roadway Impact
<b>Entire 2-Mile Region, 5-Mile Region, and EPZ</b>												
R01	2:10	2:10	2:00	2:05	2:00	2:10	2:10	2:00	2:05	2:00	2:00	2:10
R02	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05	8:05
R03	10:05	11:20	9:35	10:50	9:15	10:30	11:30	9:50	11:10	9:00	12:15	11:20
<b>5-Mile Radius and Downwind to EPZ Boundary</b>												
R04	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R05	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R06	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R07	8:35	8:55	8:10	8:30	8:10	8:15	9:35	8:10	8:50	8:10	10:55	9:10
R08	8:55	9:40	8:25	9:10	8:20	9:05	10:00	8:30	9:15	8:20	11:20	9:45
R09	9:35	11:05	8:35	9:55	8:30	9:20	11:20	9:00	9:40	8:35	11:55	10:40
R10	10:05	11:20	9:35	10:45	8:55	10:00	11:25	9:30	11:05	9:00	12:15	11:15
<b>Site Specific Regions</b>												
R11	9:20	11:00	8:55	10:00	8:30	9:25	10:40	9:05	9:40	8:25	12:00	10:45
<b>Staged Evacuation - 5-Mile Radius Evacuates, then Evacuate Downwind to EPZ Boundary</b>												
R12	10:25	11:50	10:05	11:15	9:55	10:55	11:30	10:00	11:10	9:45		11:40
R13	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10		8:10
R14	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10		8:10
R15	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10		8:10
R16	8:45	9:25	8:35	9:15	8:35	8:40	9:35	8:55	9:20	8:35	N/A	9:20
R17	9:35	9:50	9:05	9:40	8:55	9:20	10:20	9:00	9:45	8:55		9:55
R18	10:20	11:05	9:40	10:35	9:40	9:45	11:20	9:50	10:20	9:20		11:15
R19	10:25	11:30	10:00	11:20	10:00	10:30	11:35	10:15	11:10	9:50		11:20
R20	9:55	11:00	9:50	10:50	9:45	10:00	11:25	9:50	10:15	9:30		10:45
<b>Additional Miami-Dade County Requested Regions</b>												
R21	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R22	8:15	8:45	8:10	8:45	8:10	8:10	9:00	8:10	8:15	8:10	10:30	9:05
R23	8:50	9:50	8:25	9:15	8:20	9:05	10:15	8:40	9:30	8:10	11:05	10:00
R24	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R25	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R26	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10
R27	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10	8:10

Source: Turkey Point Nuclear Power Plant Development of Evacuation Time Estimates, November 16, 2015, Final Report, Rev 0

**Figure 21 – Storm Surge Planning Zones**



**Figure 22 – Miami-Dade Mobile Home Parks**

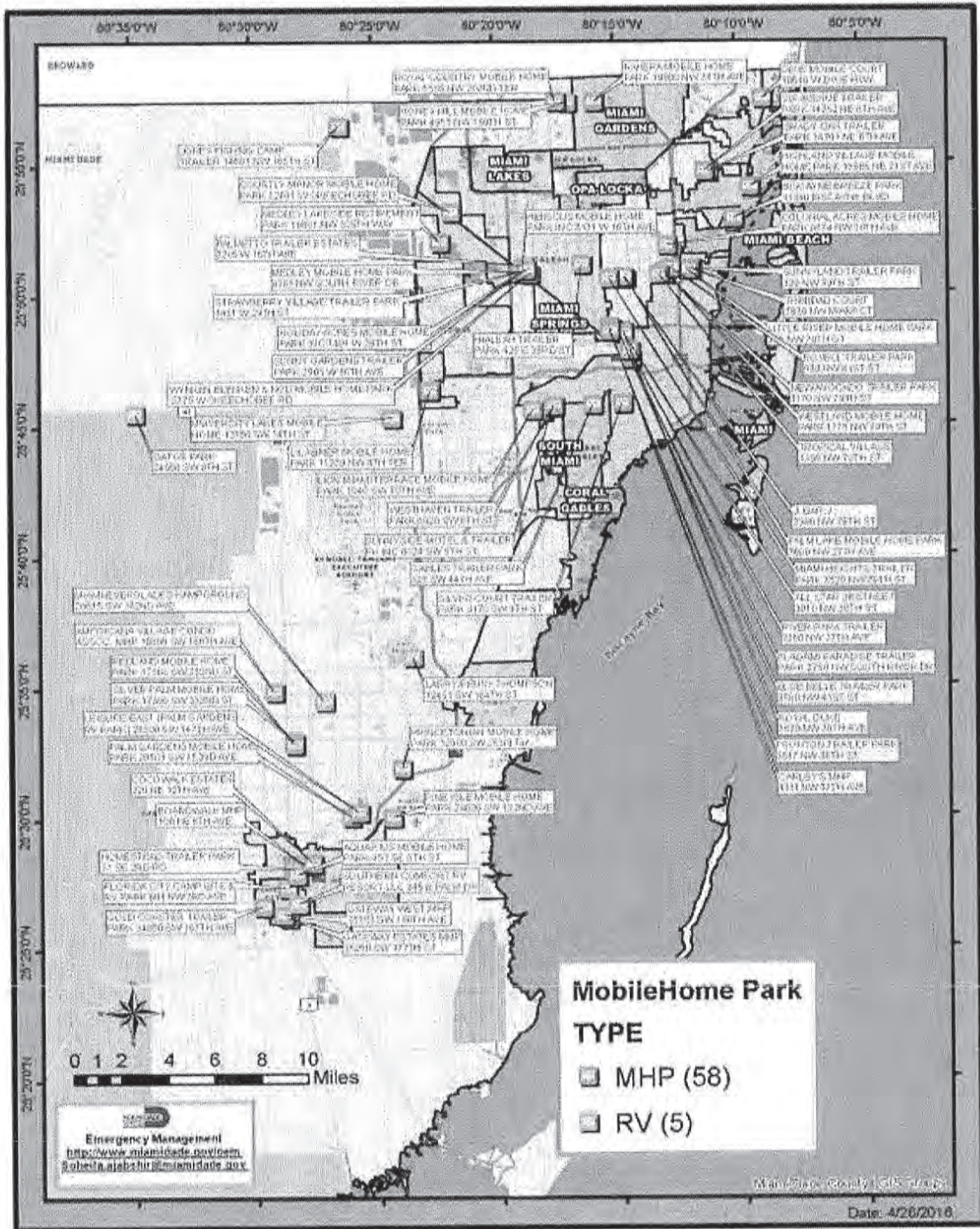
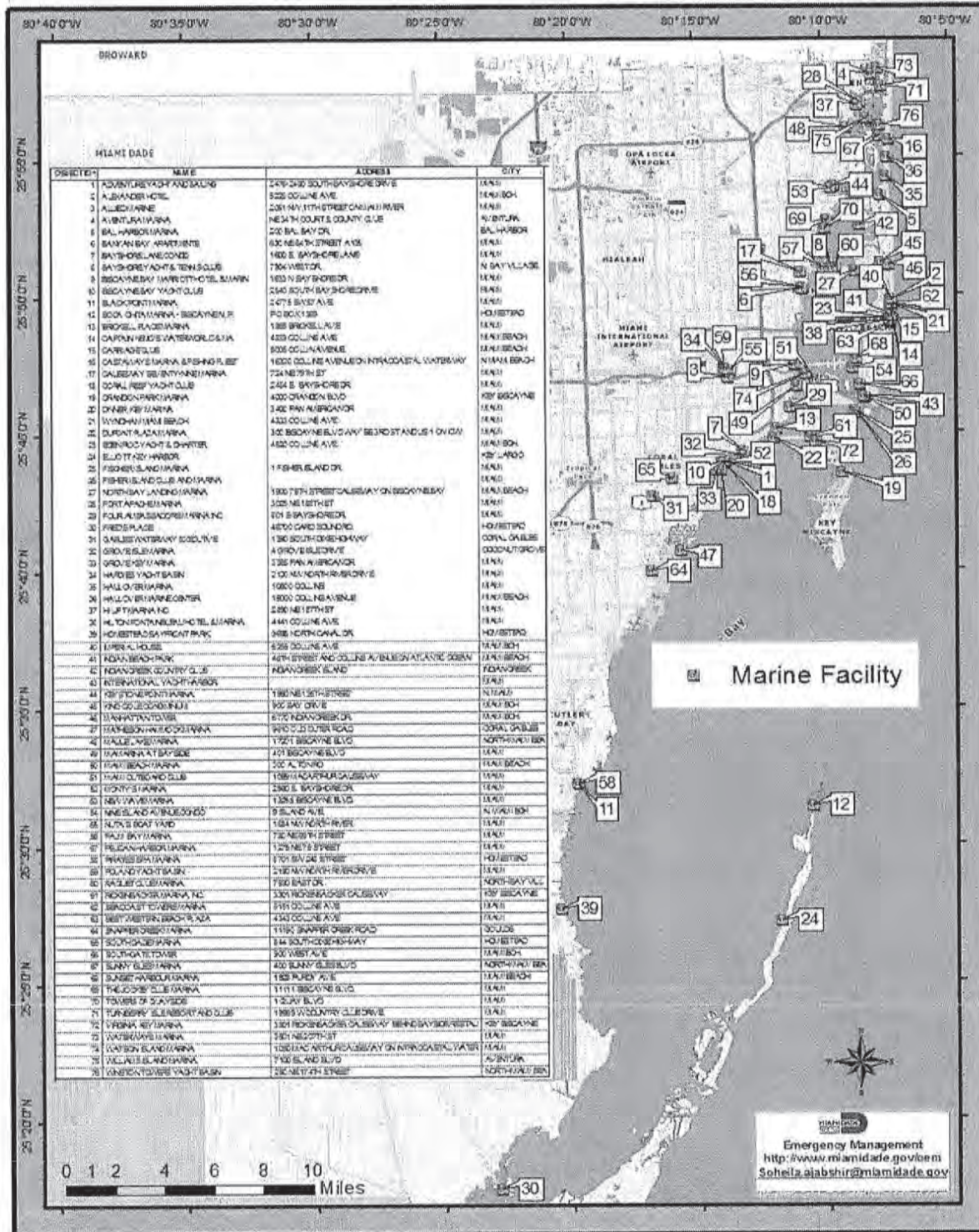
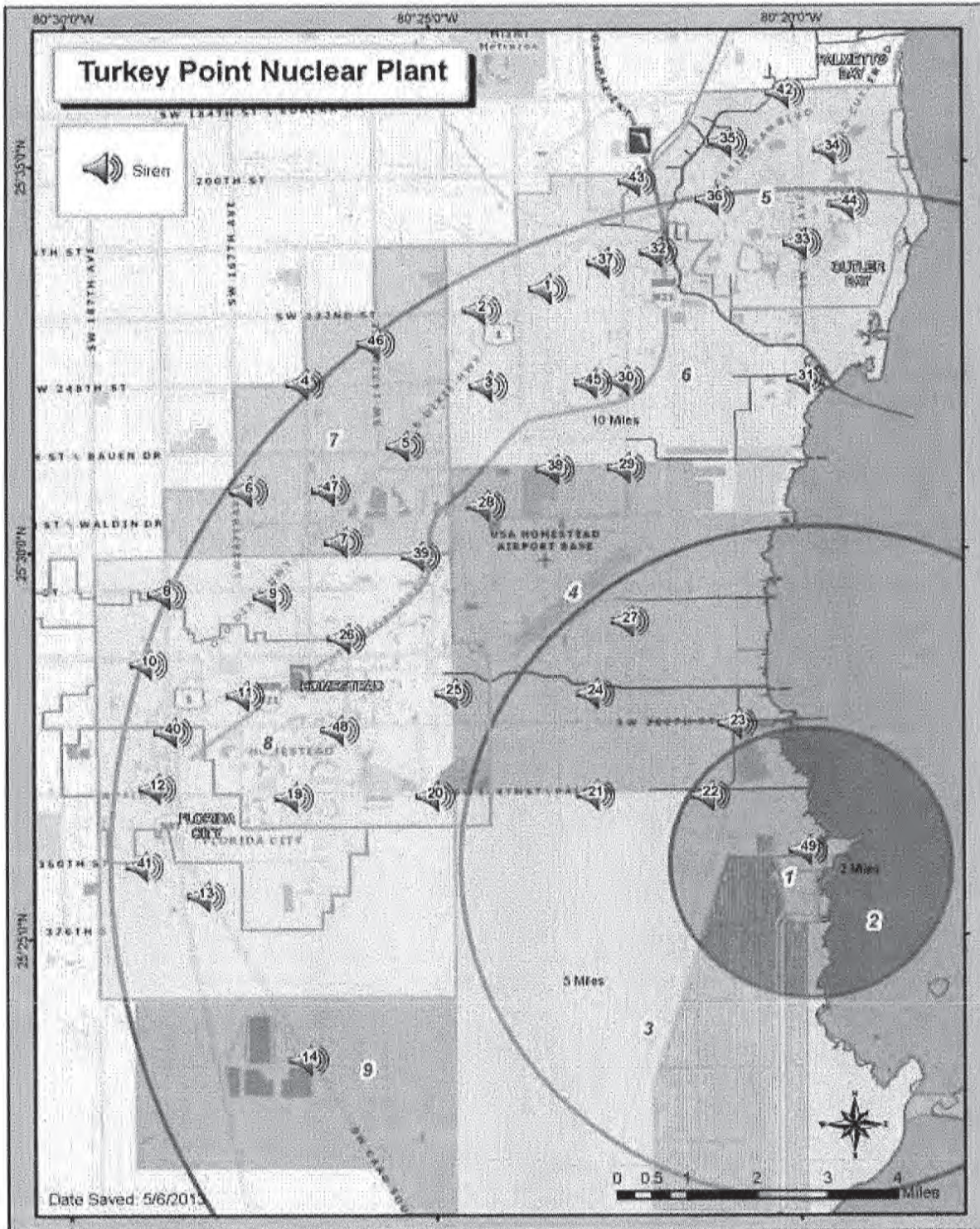


Figure 23 – Miami-Dade Marinas



(Updated 2016)

**Figure 24 – Turkey Point Warning Sirens**



(Updated 2013)

**Figure 25 – 2016 Evacuation Center Master List**

**Primary Evacuation Centers**

Primary	Name of Facility	Address	City	Zip Code	Usable sq ft	Capacity	Capacity
<b>1<sup>st</sup> Wave</b>						20 sfpp	15 sfpp
	Dr Michael Krop Senior	1410 NE 215 <sup>th</sup> Street	Miami	33179	60,850	3,042.50	4,057
	Miami Central Senior (EHPA*)	1781 NW 95 <sup>th</sup> Street	Miami	33147	34,351	1,717.55	2,290
	Booker T. Washington Senior (EHPA*)	1200 NW 6 <sup>th</sup> Avenue	City of Miami	33136	20,560	1,028.00	1,371
	Robert C. Morgan Senior (EHPA*)	18180 SW 122 <sup>nd</sup> Avenue	Miami	33177	71,906	3,595.30	4,794
				<b>Capacity:</b>	<b>187,667</b>	<b>9,383.35</b>	<b>12,511</b>
<b>2<sup>nd</sup> Wave</b>							
	North Miami Senior (EHPA*)	13110 NE 8 <sup>th</sup> Avenue	North Miami	33161	17,896	894.80	1,193
	Hialeah Gardens Senior (EHPA*)	11700 Hialeah Gardens Blvd.	Hialeah Gardens	33018	58,688	2,934.40	3,913
	Ronald Reagan Senior (EHPA*)	8600 NW 107 <sup>th</sup> Avenue	Doral	33178	58,868	2,943.40	3,925
	Terra Environmental Research Institute (EHPA*)	11005 SW 84 Street	Miami	33173	40,361	2,018.05	2,691
				<b>Capacity:</b>	<b>175,813</b>	<b>8,790.65</b>	<b>11,721</b>
<b>3<sup>rd</sup> Wave</b>							
	North Miami Beach Senior	1247 NE 167 <sup>th</sup> Street	North Miami Beach	33162	63,040	3,152.00	4,203
	Barbara Goleman Senior	14100 NW 89 <sup>th</sup> Avenue	Miami Lakes	33016	27,120	1,356.00	1,803
	Charles Drew Middle School	1801 NW 60 <sup>th</sup> Street	City of Miami	33142	21,000	1,050.00	1,400
	Jorge Mas Canosa Middle (EHPA*)	15735 SW 144 <sup>th</sup> Street	Miami	33196	66,800	3,340.00	4,450
				<b>Capacity:</b>	<b>209,700</b>	<b>10,485.00</b>	<b>11,856</b>
<b>4<sup>th</sup> Wave</b>							
	Miami Carol City Senior (EHPA*)	3301 Miami Gardens Drive	Miami Gardens	33056	77,135	3,856.75	5,142
	Country Club Middle (EHPA*)	18305 NW 75 <sup>th</sup> Place	Miami	33015	41,797	2,089.85	2,733
	Miami Coral Park Senior (EHPA*)	8865 SW 16 <sup>th</sup> Street	Westchester	33165	22,620	1,131.00	1,508
	South Miami Sen-	6856 SW 53rd	South Miami	33155			1,740



	ior (EHPA new bldg)	Street			26,109	1,305.45	
	South Miami Senior (old bldg)	6856 SW 53 <sup>rd</sup> Street	South Miami	33155	64,480	3,224.00	4,299
				<b>Capacity:</b>	<b>232,141</b>	<b>11,607.05</b>	<b>15,422</b>
<b>5<sup>th</sup> Wave</b>							
	Highland Oaks Middle	2375 NE 203 <sup>rd</sup> Street	North Miami Beach	33180	41,000	2,050.00	2,733
	Lawton Chiles Middle (EHPA*)	8190 NW 197 <sup>th</sup> Street	Northwest Miami-Dade	33015	28,720	1,436.00	1,915
	W.R. Thomas Middle	13001 SW 26 <sup>th</sup> Street	West Miami-Dade	33175	41,000	2,050.00	2,733
	Felix Varela Senior	15255 SW 96 <sup>th</sup> Street	West Kendall	33196	58,260	2,913.00	3,884
				<b>Capacity:</b>	<b>168,980</b>	<b>8,449</b>	<b>11,265</b>
<b>Total Primary Capacity:</b>	<b>20</b>				<b>974,301</b>	<b>48,715</b>	<b>62,775</b>

Source: Miami-Dade Emergency Management

**Secondary Evacuation Centers**

Secondary	Name of Facility	Address	City	Zip Code	Usable sq ft	Capacity	Capacity
						20 sfpp	15 sfpp
	American Senior High	18350 NW 67 <sup>th</sup> Avenue	Hialeah	33015	51,160	2,558.00	3,411
	Allapattah Middle	1331 NW 46th Street	Miami	33142	49,414	2,470.70	3,294
	Andover Middle School	121 NE 207th Street	Miami	33179	7,136	356.80	476
	Bob Graham Education Ctr	15901 NW 79 <sup>th</sup> Avenue	Miami Lakes	33016	14,000	700.00	933
	Coral Gables Senior (new bldg)	450 Bird Road	Coral Gables	33146	8,714	435.70	581
	G. Holmes Braddock Senior	3601 SW 147th Ave	Miami	33185	12,082	604.10	805
	Lakes Stevens Middle	18484 NW 48th PL	Miami Gardens	33055	30,984	1,549.20	2,066
	Hubert O. Sibley K-8 Center	255 NW 115th Street	Miami	33168	32,919	1,645.95	2,195
	Dr. Rolando Espinosa K-8	11250 NW 86th Street	Doral	33178	43,871	2,193.55	2,925
	Amelia Earhart Elementary	5987 E 7th Ave	Hialeah	33013	20,737	1,036.85	1,382
	Eugenia B. Thomas K-8	5950 NW 114th Ave	Doral	33178	17,466	873.30	1,164
	Miami Marlins Stadium	501 Marlins Way	Miami	33125	14,442	722.10	963
	Hialeah Middle School	6027 E 7 Avenue	Hialeah	33013	33,273	1,663.65	2,218
	Hammocks Middle School	9889 Hammocks Blvd	West Dade	33196	29,340	1,467.00	1,956
	Hialeah Gardens Middle	11690 NW 92nd Ave	Hialeah Gardens	33018	6,615	330.75	441
	Hialeah Miami Lakes Senior	7977 West 12th Avenue	Hialeah	33014	44,215	2,210.75	2,948
	Hialeah Senior (EHPA*)	251 East 47 <sup>th</sup> Street	Hialeah	33012	27,040	1,352.00	1,803
	Linda Lentin K-8 Center	14312 NE 2nd CT	North Miami	33161	31,439	1,571.95	2,096
	Miami Killian	10655 SW 97 <sup>th</sup> Ave-	Kendall	33176			560

	Senior (EHPA)	nue			8,400	420.00	
	Miami Lakes Education Center	5780 NW 158 <sup>th</sup> Street	Miami	33014	10,000	500.00	667
	Miami Norland Senior (Gym - EHPA*)	1050 NW 195 <sup>th</sup> Street	Miami	33169	13,739	686.95	916
	Miami Northwestern Senior	1100 NW 71 <sup>st</sup> Street	Miami	33150	52740	2,637.00	3516
	Miami Palmetto Senior	7460 SW 118 <sup>th</sup> Street	Pinecrest	33156	46,260	2,313.00	3,084
	Miami Southridge Senior	19355 SW 114 <sup>th</sup> Avenue	Miami	33157	49,908	2,495.40	3,327
	Miami Sunset	13125 SW 72 <sup>nd</sup> Street	Miami	33183	48800	2,440.00	3,253
	North Dade Middle	1840 NW 157 <sup>th</sup> Street	Miami Gardens	33054	22245	1,112.25	1,483
	North Miami Middle	700 NE 137 St	North Miami	33161	10,136	506.80	676
	Shenandoah Middle	1950 SW 19 <sup>th</sup> Street	City of Miami	33145	15,000	750.00	1,000
	South Dade Middle (EHPA*)	29100 SW 194 <sup>th</sup> Avenue	Homestead	33030	34,079	1,703.95	2,272
	South Dade Senior (EHPA*)	28401 SW 167 <sup>th</sup> Avenue	Homestead	33030	60,000	3,000.00	4,000
	Southwest Miami Senior	8850 SW 50 <sup>th</sup> Ter	Miami	33165	26,225	1,311.25	1,748
	Westview Middle	1901 NW 127 <sup>th</sup> Street	Miami	33167	29,256	1,462.80	1,950
<b>Total Secondary Capacity:</b>	<b>32</b>				<b>901,635</b>	<b>45,082</b>	<b>60,109</b>

Source: Miami-Dade Emergency Management

**Tertiary Evacuation Centers**

Tertiary	Name of Facility	Address	City	Zip Code	Usable sq ft	Capacity	Capacity
						20 sfpp	15 sfpp
	Ben Sheppard Elementary	5700 West 24 <sup>th</sup> Avenue	Hialeah	33016	28,400	1,420	1,893
	Bowman Ashe Elementary	6601 SW 152 <sup>nd</sup> Avenue	Miami	33193	27,720	1,386	1,848
	Calusa Elementary	9580 W Calusa Club Dr	Miami	33186	18,000	900	1,200
	Citrus Grove Middle	2153 NW 3 <sup>rd</sup> Street	City of Miami	33125	34,000	1,700	2,267
	Claude Pepper Elementary	14550 SW 96 <sup>th</sup> Street	Kendall	33186	25,160	1,258	1,677
	Dante Fascell Elementary	15625 SW 80 <sup>th</sup> Street	Hammocks	33193	18,620	931	1,241
	Dr. Carlos Finlay Elementary	851 SW 117 <sup>th</sup> Avenue	Miami	33174	28,140	1,407	1,876
	Eneida Hartner Elementary	401 NW 29 <sup>th</sup> Street	City of Miami	33127	26,120	1,306	1,741
	Flagami Elementary	920 SW 76 <sup>th</sup> Ave	West Miami	33144	17,491	875	1,166
	Gilbert Porter Elementary	15851 SW 112 <sup>th</sup> Street	Hammocks	33196	35,380	1,769	2,359
	James Bright Elementary	2530 W 10 <sup>th</sup> Avenue	Hialeah	33010	24,160	1,208	1,611
	Kelsey Pharr Elementary	2000 NW 46 <sup>th</sup> Street	Miami	33142	10,220	511	681
	Kinloch Park Middle	4340 NW 3 <sup>rd</sup> Street	City of Miami	33126	26,720	1,336	1,781
	Lake Stevens Elementary	5101 NW 183 <sup>rd</sup> Street	Opa-Locka	33055	20,360	1,018	1,357
	Norwood Elementary	19810 NW 14 <sup>th</sup> Court	Miami	33169	17,900	895	1,193
	Olinda Elementary	5536 NW 21 <sup>st</sup> Avenue	Miami	33142	17,980	899	1,199
	Oliver Hoover Elementary	9050 Hammocks Blvd	Hammocks	33196	25,460	1,273	1,697
	Palm Lakes Elementary	7450 W 16 <sup>th</sup> Avenue	Hialeah	33014	12,980	649	865
	Palm Springs North Elementary	17615 NW 82 <sup>nd</sup> Avenue	Miami Lakes	33015	20,580	1,029	1,372
	Paul Dunbar Elementary	505 NW 20 <sup>th</sup> Street	Miami	33127	15,720	786	1,048
	Redland Middle	16001 SW 248 <sup>th</sup> Street	Miami	33031	10,000	500	667
	Richmond Heights Middle	15015 SW 103 <sup>rd</sup> Avenue	Miami	33176	20,000	1,000	1,333

	Royal Green Elementary	13047 SW 47 <sup>th</sup> Street	Miami	33175	11,240	562	749
	South Hialeah Elementary	265 E 5th Street	Hialeah	33010	26,751	1,338	1,783
	Stirrup Elementary	330 NW 97 <sup>th</sup> Avenue	Fontainebleau	33172	15,500	775	1,033
	Village Green Elementary	12265 SW 34 <sup>th</sup> Street	Miami	33175	11,300	565	753
	West Miami Middle	7525 SW 24th street	West Miami	33144	39160	1958	2611
<b>Total Tertiary Capacity:</b>	<b>27</b>				<b>585,062</b>	<b>29,253</b>	<b>36,390</b>
<b>Total ECs</b>	<b>85</b>						
		<b>Total General Population EC Capacity:</b>			<b>2,460,998</b>	<b>123,050</b>	<b>159,274</b>

Source: Miami-Dade Emergency Management

**Figure 26 – 2016 Medical Evacuation Centers (MEC) & Pet Friendly Evacuation Centers (PFEC)**

Medical Evacuation Centers (MEC):						
<b>Primary:</b>						
	Miami Jackson Sr (MEC) (EHPA*)	1751 NW 36 <sup>th</sup> Street	Miami	33142	Capacity:	500
	John Ferguson Senior (MEC) (EHPA*)	15900 SW 56 <sup>th</sup> Street	West Miami-Dade	33185	Capacity:	500
						1,000
<b>Secondary:</b>						
	Miami Edison Senior (MEC)	6161 NW 5 <sup>th</sup> Court	Miami	33127	Capacity:	500
	Ruben Dario Middle (MEC)	350 NW 97 <sup>th</sup> Avenue	Miami	33172	Capacity:	500
						1,000
<b>Tertiary:</b>						
	Jose Marti Middle (MEC)	5701 West 24 <sup>th</sup> Avenue	Hialeah	33016	Capacity:	500
	HD McMillan Middle (MEC)	13100 SW 59 <sup>th</sup> Street	Miami	33183	Capacity:	500
						1,000
<b>TOTAL Capacity:</b>	<b>6</b>					<b>3,000</b>
Public Safety Hurricane Evacuation Center						
<b>Primary</b>	Doral Middle (EHPA*)	5005 NW 112 <sup>th</sup> Avenue	Miami (Doral)	33178	27,200	1,360
Pet Friendly Evacuation Centers (PFEC):						
<b>Primary</b>	Darwin Fuchs (Sunshine) Pavilion (EHPA*)	10901 Coral Way	Miami	33165	100 pets	2450
	Dr Michael Krop Senior	1410 NE 215 <sup>th</sup> Street	North Miami Beach	33179	80 pets	See Krop HEC pop
<b>Secondary:</b>	South Miami Senior	6856 SW 53 <sup>rd</sup> Street	Miami	33155	80 pets	See South Miami HEC Pop
<b>TOTAL Pet Population Capacity:</b>					<b>260 pets</b>	<b>500</b>

Source: Miami-Dade Emergency Management

**Figure 27 – 2016 Medical Management Facilities**

Site	Address	City	Zip
Jackson Memorial Hospital	1611 N.W. 12th Ave	Miami	33136
Baptist Hospital	8900 N. Kendall Dr.	Miami	33176
Kendall Regional Medical Center	11750 S.W. 40th St.	Miami	33175
Hialeah Hospital	651 E. 25th St.	Hialeah	33016
North Shore Hospital	1100 N.W. 95th St.	Miami	33150
University of Miami Hospital (Cedars)	1400 NW 12th Avenue	Miami	33136
Palmetto Hospital	2001 W. 68th St.	Hialeah	33016
Nicklaus Children's Hospital	3100 S.W. 62nd Ave.	Miami	33155
Mount Sinai Hospital	4300 Alton Road	Miami Beach	33140
Miami Jewish Home	5200 NE 2nd Ave.	Miami	33137
South Miami Hospital	6200 SW 73rd St.	Miami	33143
Mercy Hospital	3663 South Miami Ave	Miami	33133
Westchester Hospital	2500 SW 75 Ave.	Miami	33155
Homestead Hospital	975 Baptist Way	Homestead	33030
Jackson North Hospital	160 NW 170 St.	North Miami Beach	33169
Jackson South Hospital	9333 SW 152 St	Miami	33157
Larkin Community Hospital	7031 SW 62nd Ave	South Miami	33143
Coral Gables Hospital	3100 Douglas Rd	Coral Gables	33134
Aventura Hospital	20900 Biscayne Blvd	Aventura	33180
Kindred Hospital	5190 SW 8 St.	Coral Gables	33134
Palm Springs Campus of Larkin Hospital	1475 West 49 St	Hialeah	33012
Health South Rehab Hospital	20601 Old Cutler Road	Cutler Bay	33189

Source: Miami-Dade Emergency Management

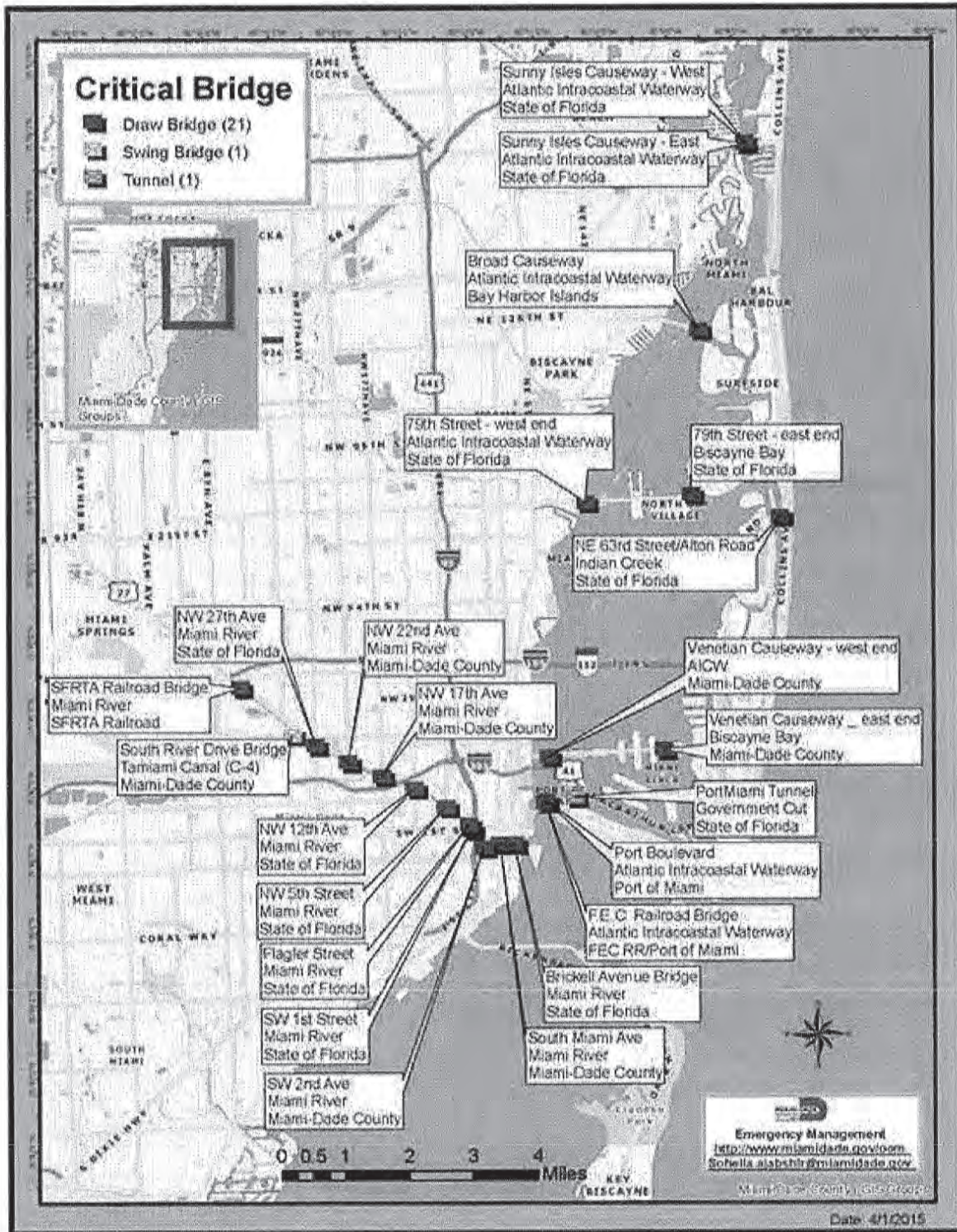
**Figure 28 – Drawbridges in Miami-Dade County**

	Bridge Name	Waterway	Owner
Group 1 Intracoastal Waterway	Sunny Isles Causeway-West Bound	Intracoastal Waterway	State of Florida
	Sunny Isles Causeway-East Bound	Intracoastal Waterway	State of Florida
	Broad Causeway	Intracoastal Waterway	Bay Harbor Islands
	79th Street - west end	Intracoastal Waterway	State of Florida
	79th Street - east end	Biscayne Bay	State of Florida
	NE 63rd Street/Alton Road	Indian Creek	State of Florida
	Venetian Causeway - west end	Intracoastal Waterway	Miami-Dade County
	Venetian Causeway – east end	Biscayne Bay	Miami-Dade County
	Port Boulevard	Intracoastal Waterway	Port of Miami
	F.E.C. Railroad Bridge	Intracoastal Waterway	Port of Miami/FEC RR
	PORT Tunnel	Government Cut	State of Florida
Group 2 Miami River	SFRTA Railroad Bridge	Miami River	South Florida Regional Transportation Authority
	South River Drive Bridge	Tamiami Canal (C-4)	Miami-Dade County
	NW 27th Avenue	Miami River	State of Florida
	NW 22nd Avenue	Miami River	Miami-Dade County
	NW 17th Avenue	Miami River	Miami-Dade County
	NW 12th Avenue	Miami River	State of Florida
	NW 5th Street	Miami River	State of Florida
	Flagler Street	Miami River	State of Florida
	SW 1st Street	Miami River	State of Florida
	SW 2nd Avenue	Miami River	Miami-Dade County
	South Miami Avenue-North Bound	Miami River	Miami-Dade County
	South Miami Avenue-South Bound	Miami River	Miami-Dade County
	Brickell Avenue Bridge	Miami River	State of Florida

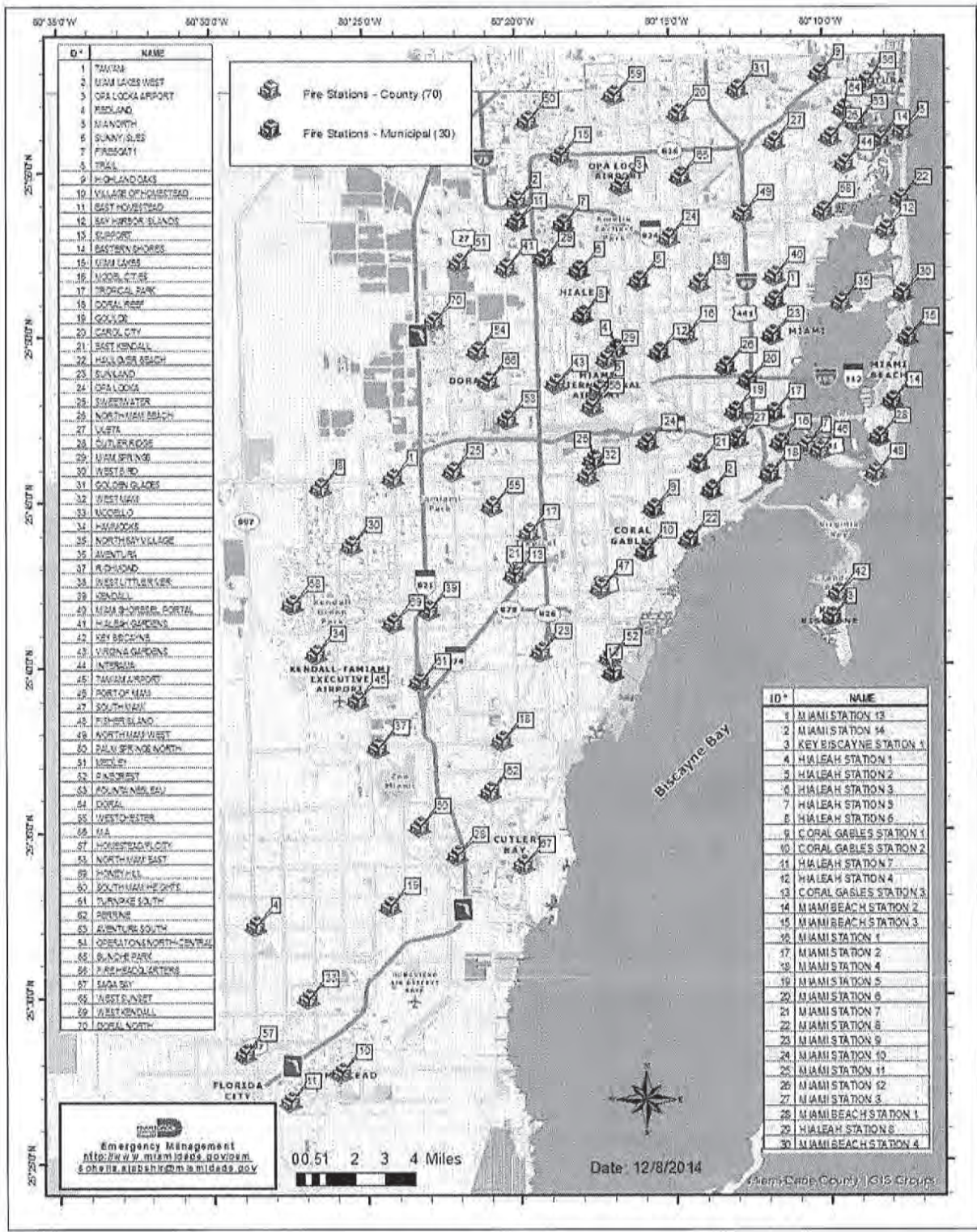
- The South River Drive Bridge on the C-4 is a swing bridge; all others are bascule bridges. NOTE: Construction to convert the South River Drive Bridge from a swing bridge to a bascule bridge is scheduled to be completed by February 15, 2018.
- Sunny Isles Causeway (SR 826) has two spans, west bound and east bound.
- Miami Avenue Bridge has two spans, north bound and south bound.



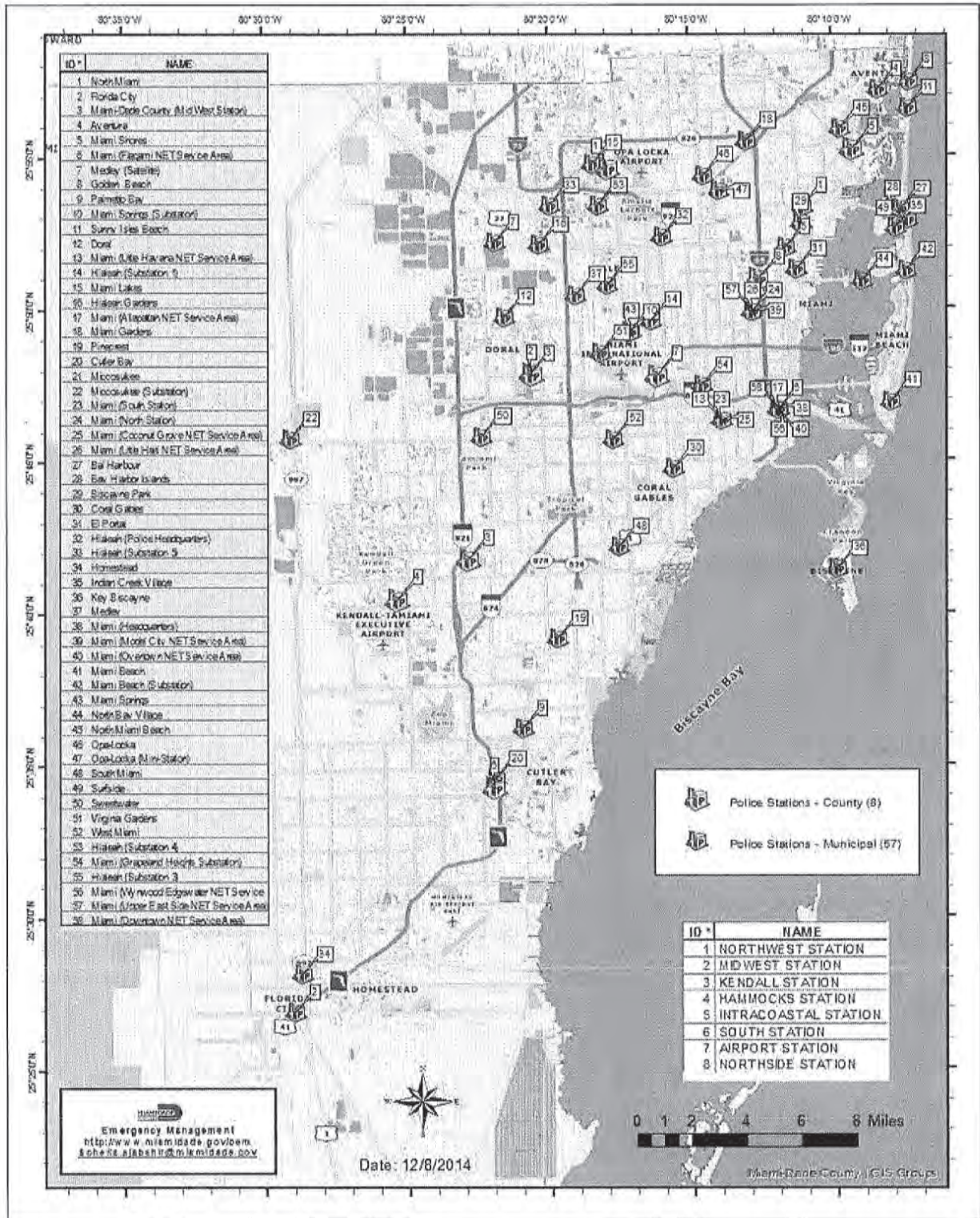
**Figure 29 – Map of Drawbridges in Miami-Dade County**



**Figure 30 – Miami-Dade County and Municipal Fire Stations**

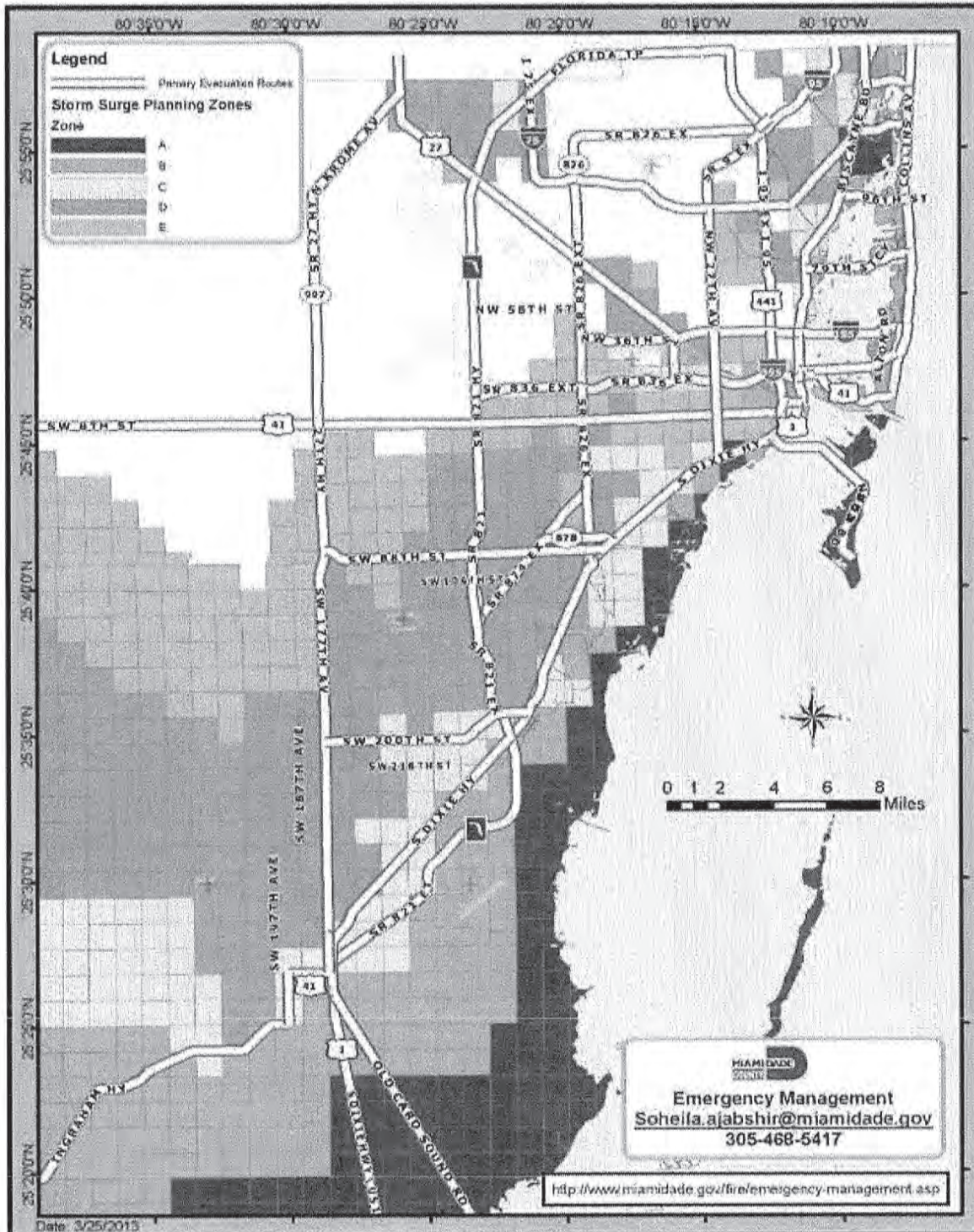


**Figure 31 – Miami-Dade County and Municipal Police Stations**

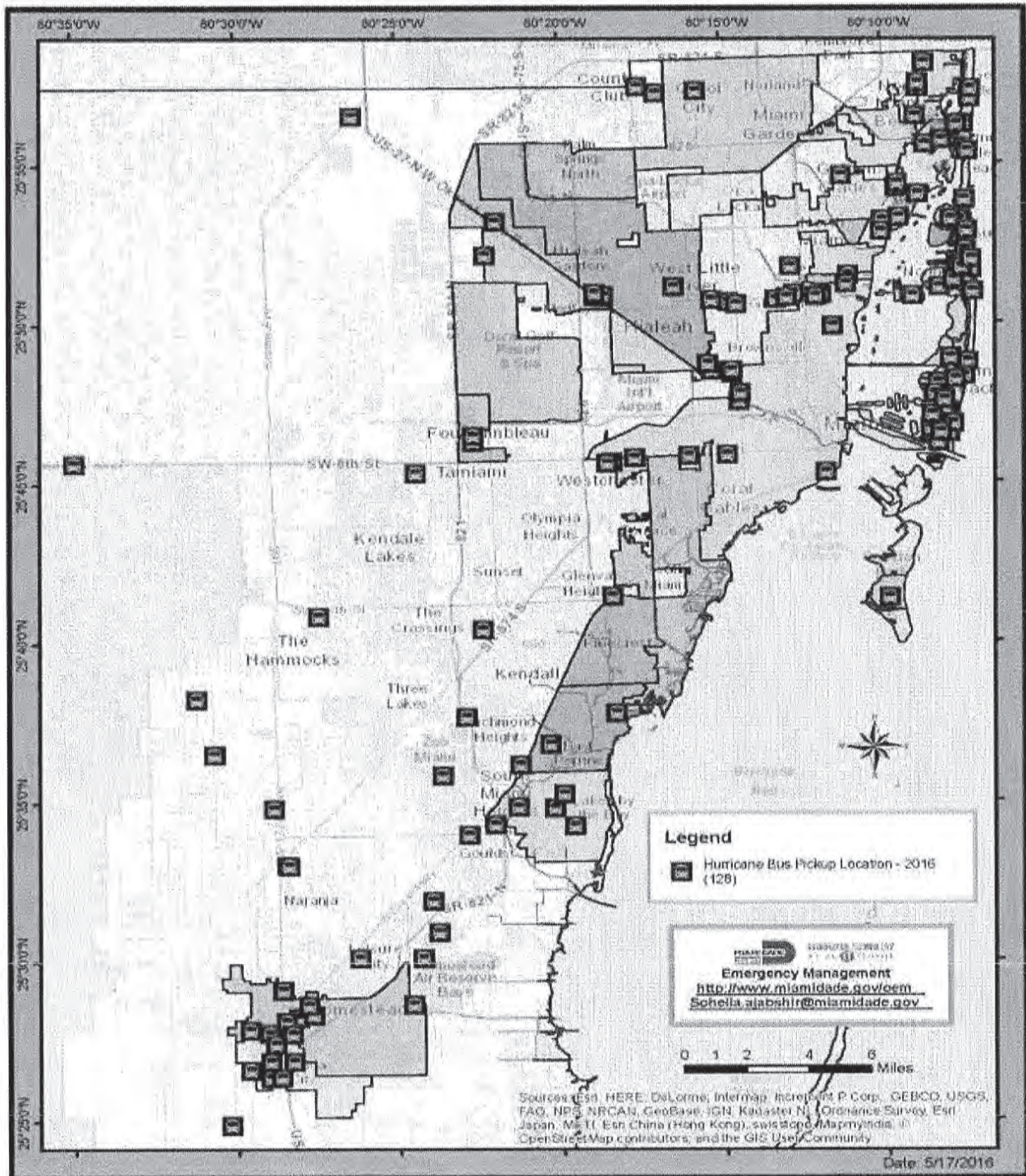




**Figure 33 – Miami-Dade County Primary Evacuation Routes**



**Figure 34 – Evacuation Bus Pick-Up Points**



## **Figure 35 – Foreign Nationals Response**

### **Purpose:**

The purpose of this annex is to establish a framework for response to a crisis event involving foreign nationals in Miami-Dade County according to the National Incident Management System (NIMS) guidelines. A foreign national is any person who is not a U.S. citizen; same as "alien." Aliens who are lawful permanent residents in the United States and who have a resident alien registration card (green card) as well as undocumented or "illegal" aliens are foreign nationals.

During a crisis event, foreign consulates will be contacting local agencies to obtain information regarding the status of their citizens, and any impact the crisis might have on them. Issues including victim identification, language barriers, reunification with family members, and repatriation of remains can add layers of complexity to a dynamic and rapidly evolving incident.

Utilizing the comprehensive system outlined in this annex will ensure that Miami-Dade County authorities meet their legal obligations concerning foreign national response and consul notification outlined under the Vienna Convention on Consular Relations Treaty.

### **Background:**

A function of governments has long been to provide services to their citizens/nationals abroad. These "consular" services include certain legal services, such as notarizing documents or assisting with the estate of a citizen who has died abroad. They also include looking for missing citizens, determining whether citizens are safe, assisting in evacuating citizens from countries where their lives are endangered, and other similar "welfare and whereabouts" services.

The performance of such consular functions was originally a subject of customary international law however was not uniformly addressed in any treaty. Eventually however, efforts were made to codify in international treaties the rights of governments to provide consular services to their citizens. In 1963 the multilateral **Vienna Convention on Consular Relations (VCCR)**<sup>51</sup> was completed. The VCCR to a large extent codified customary international law and therefore represents the most basic principles pertaining to the performance of consular functions. Since the VCCR entered into force for the United States on December 24<sup>th</sup>, 1969, it has been relied upon as the principle basis for the conduct of U.S consular activities.

Because of its comprehensive nature and near-universal applicability, the VCCR now establishes the "baseline" for most obligations with respect to the treatment of foreign nationals in the United States. To date, more than 170 different countries are party to the VCCR. Article 5 of the VCCR enumerates appropriate consular functions and includes a "catch-all" provision that consular functions include *"helping and assisting nationals...of the sending state, safeguarding the interests of nationals...of the sending state in cases of succession mortis causa in the territory of the relieving state..."*

The special need for government assistance in cases of death, vulnerability due to incompetence, and major accidents are also reflected in the VCCR by giving these matters additional treatment, in Article 37:

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<sup>51</sup> Done at Vienna April 24, 1963; entered into force for United States December 24, 1969; 21 UST 77; TIAS 6820; 596 UNTS 261.

**Article 37**  
**Information in cases of deaths, guardianship or**  
**Trusteeship, wrecks and air accidents**

*If the relevant information is available to the competent authorities of the receiving State, such authorities shall have the duty:*

- (a) in the case of the death of a national of the sending State, to inform without delay the consular post in whose district the death occurred;*
- (b) to inform the competent consular post without delay of any case where the appointment of a guardian or trustee appears to be in the interests of a minor or other person lacking full capacity who is a national of the sending State. The giving of this information shall, however, be without prejudice to the operation of the laws and regulations of the receiving State concerning such appointments;*
- (c) if a vessel, having the nationality of the sending State, is wrecked or runs aground in the territorial sea or internal waters of the receiving State, or if an aircraft registered in the sending State suffers an accident on the territory of the receiving State, to inform without delay the consular post nearest to the scene of the occurrence*

The obligations of consular notification and access are binding on states and local government as well as the federal government, primarily by virtue of the Supremacy Clause in Article VI Cl. 2 of the United States Constitution, which provides:

*"All Treaties made, or which shall be made, under the Authority of the United States, shall be the supreme Law of the Land; and the Judges in every State shall be bound thereby, any Thing in the Constitution or Laws of any State to the Contrary notwithstanding."*

**Procedures:**

**Death of a Foreign National**

In the event of a crisis event which results in the death of a foreign national in Miami-Dade County, the nearest consulate of that national's country must be notified without delay. This will allow the foreign government to make an official record of the death for its own legal purposes. It will help ensure that passports and other legal documentation issued by that country are canceled and not reissued to fraudulent claimants.

In addition, it may help ensure that the foreign national's family and legal heirs, if any, in the foreign country are aware of the death and that the death is known for estate purposes in the foreign national's country. Once notified of a death, consular officers may in some circumstances act to conserve the decedent's estate, in accordance with the laws and regulations applicable in the jurisdiction.



Hospitalization / Quarantine of a Foreign National

If the foreign national is hospitalized or quarantined pursuant to governmental authority and is not free to leave, under the VCCR and most bilateral agreements he or she must be treated like a foreign national in detention and appropriate notification must be provided. Consular officers **must** be notified of the detention (regardless of the foreign national's wishes) if the detention occurs in circumstances indicating that the appointment of a guardian for the foreign national is required.

Accidents Involving Foreign Ships or Aircraft

If a ship or airplane registered in a foreign country wrecks or crashes in the United States, the nearest consular officers of that country **must** be notified without delay. This requirement is set out in Article 37(c) of the VCCR. Once notification has been made, consular officers may undertake to coordinate contact with the victims' families or to provide other emergency assistance on behalf of the foreign government concerned. Some of the other functions consular officers may undertake in cases involving shipwrecks or air crashes are enumerated in Article 5 of the VCCR.

Mandatory Notification Countries

The United States has entered into a number of bilateral consular treaties which **require** consular officials be notified of the arrest, detention, serious injury, and/or death of their nationals regardless of their national's request. These are commonly called Mandatory Notification Agreements and the countries to which they pertain are called Mandatory Notification Countries.

**All countries with consulates in the Southeast region of the United States along with their 24-hour contact information and Mandatory Notification status can be found in Appendix A of this document.**

Currently the United States has mandatory notification agreements with 57 countries and they are as follows:

Albania	Fiji	Mongolia	Trinidad and Tobago
Algeria	Gambia	Nigeria	Tunisia
Antigua and Barbuda	Georgia	Philippines	Turkmenistan
Armenia	Ghana	Poland	Tuvalu
Azerbaijan	Grenada	Romania	Ukraine
Bahamas	Guyana	Russia	United Kingdom
Barbados	Hungary	Saint Kitts and Nevis	Uzbekistan
Belarus	Jamaica	Saint Lucia	Zambia
Belize	Kazakhstan	Saint Vincent and the Grenadines	Zimbabwe
Brunei	Kiribati	Seychelles	
Bulgaria	Kuwait	Sierra Leone	
China (Including Macao and Hong Kong)	Kyrgyzstan	Singapore	
Costa Rica	Malaysia	Slovakia	
Cyprus	Malta	Tajikistan	
Czech Republic	Mauritius	Tanzania	
Dominica	Moldova	Tonga	

**Roles and Responsibilities:**

Consular Officials and the Emergency Operations Center

In the event of a natural or manmade disaster in Miami-Dade County which results in the death or serious injury of a foreign national and which requires activation of the Emergency Operation Center (EOC), consular officials from the concerned country may be sent to provide logistical assistance in order to better provide the services entitled to them in Article 5 of the VCCR. In this event consular officials will be organized and grouped under ESF 6 – Mass Care. Within ESF 6, consular officials' primary focus will be assisting in providing Disaster Welfare Information (DWI) and disseminating that information back to the families of affected foreign nationals. This includes providing assistance with victim identification, family reunification and repatriation of remains if necessary.

Services Provided by Consular Offices and their Officials

Article 5 of the VCCR outlines the functions of Consular Offices and their officials, and should be used as a reference for a comprehensive list of these functions. However the functions which would directly pertain to a crisis incident in which local authorities would be required to notify the concerned Consular Offices are listed below:

- Issuance of passports and travel documents to nationals of the sending State, and visas or appropriate documents to persons wishing to travel to the sending State.
- Acting as a notary and civil registrar and in capacities of a similar kind.
- Safeguarding the interests of nationals of the sending state in cases of succession mortis causa<sup>52</sup> in the territory of the receiving State.
- Transmitting judicial and extra-judicial documents or executing letters of request or commissions to take evidence for the courts of the sending State in accordance with international agreements in force, or in the absence of such international agreements.
- Exercising rights of supervision and inspection provided for in the laws and regulations of the sending State in respect of vessels having the nationality of the sending State, and of aircraft registered in that State, and in respect of their crews.
- Conducting investigations into any incidents which occurred during the voyage of vessels and aircraft of the sending state.

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<sup>52</sup> [Latin, In contemplation of approaching death.] A phrase used in reference to a deathbed gift.

**Appendix A: Foreign Mission 24 Hour Emergency Contact List**

<b>FOREIGN MISSION EMERGENCY 24 HOUR CONTACT LIST</b>				
<b>Consulate General</b>	<b>Address</b>	<b>Phone Number</b>	<b>Fax</b>	<b>Mandatory Contact</b>
<b>Antigua &amp; Barbuda</b>	25 SE 2nd Avenue Suite 300 Miami, FL 33131	305-381-6762	305-381-7908	<b>YES</b>
<b>Argentina</b>	1101 Brickell Avenue North Tower, Suite 900 Miami, FL 33131	305-373-1889	305-373-1598	<b>NO</b>
<b>Austria</b>	2445 Hollywood Blvd. Hollywood, FL 33020	954-925-1100	954-925-1101	<b>NO</b>
<b>Bahamas</b>	25 SE 2nd Ave Suite 600 Miami, FL 33131	305-373-6295	305-373-6312	<b>YES</b>
<b>Barbados</b>	2121 Ponce De Leon Blvd Suite 1300 Coral Gables, FL 33134	786-515-1201	305-455-7975	<b>YES</b>
<b>Belgium</b>	230 Peachtree Street NW, Suite 2250 Atlanta, GA 30303	404-659-2150	404-659-8474	<b>NO</b>
<b>Bolivia</b>	700 S. Royal Poinciana Blvd, Suite 505 Miami Springs, FL 33166	305-358-6303	305-358-6305	<b>NO</b>
<b>Brazil</b>	3150 SW 38th Avenue, Suites 100,200,300 Miami, FL 33146	305-285-6200	305-285-6229	<b>NO</b>
<b>Canada</b>	200 S. Biscayne Blvd. Suite 1600 Miami, FL 33131	305-579-1600	305-374-6774	<b>NO</b>
<b>Chile</b>	800 Brickell Avenue, Suite 1200 Miami, FL 33131	305-873-8623	305-379-6613	<b>NO</b>
<b>Colombia</b>	5850 T G Lee Blvd, Orlando, FL 32822	407-650-4274	407-650-4281	<b>NO</b>

<b>Consulate General</b>	<b>Address</b>	<b>Phone Number</b>	<b>Fax</b>	<b>Mandatory Contact</b>
<b>Costa Rica</b>	2730 SW 3rd Avenue, Suite 401 Miami, FL 33129	305-423-3952/3 /305-871-7485	786-522-0119	<b>YES</b>
<b>Denmark</b>	3107 Stirling Road, Suite 101 Fort Lauderdale, FL 33312	954-967-8800	954-322-0064	<b>NO</b>
<b>Dominican Republic</b>	1038 Brickell Avenue Miami, FL 33131	305-358-3220	305 358-2318	<b>NO</b>
<b>Ecuador</b>	117 N.W. 42nd Ave, Suite CU4/CU5 Miami, FL 33126	305-373-8520	305-539-8313	<b>NO</b>
<b>El Salvador</b>	2600 Douglas Road, Suite 104 Coral Gables, FL 33134	305-774-0840	305-774-0850	<b>NO</b>
<b>France</b>	1395 Brickell Avenue, Suite 1050 Miami, FL 33131	305-403-4150 (EXT 52)	305-403-4151	<b>NO</b>
<b>Germany</b>	New World Tower 100 N. Biscayne Blvd, Suite 2200 Miami, FL 33132	305-358-0290	305-358-0307	<b>NO</b>
<b>Greece</b>	400 N Tampa St, Suite 1160, Tampa FL 33602	813-865-0204	813-865-0206	<b>NO</b>
<b>Grenada</b>	400 Arthur Godfrey Rd Suite 506 Miami Beach, FL 33140	305-570-2716	305-397-2441	<b>YES</b>
<b>Guatemala</b>	1101 Brickell Avenue #603-5 Miami, FL 33131	305-679-9945/46/47	305-679-9983	<b>NO</b>
<b>Haiti</b>	1616 East Colonial Drive Orlando, Florida 32803	407-897-1262	407-897-8163	<b>NO</b>
<b>Honduras</b>	7171 Coral Way Suite 311 Miami, FL 33155	305-269-3131	305-269-9445	<b>NO</b>
<b>Iceland</b>	1820 SW 73 Avenue, Plantation, FL 33317	954-792-4451	954-792-4451	<b>NO</b>
<b>Israel</b>	100 N. Biscayne Blvd, Suite 1800 Miami, FL 33132	305-925-9401	305-925-9451	<b>NO</b>

<b>Consulate General</b>	<b>Address</b>	<b>Phone Number</b>	<b>Fax</b>	<b>Mandatory Contact</b>
<b>India</b>	5549 Glenridge Drive NE Atlanta, GA 30342	404-941-7528	678-905-9591	<b>NO</b>
<b>Italy</b>	4000 Ponce De Leon Blvd # 590 Coral Gables, FL 33146	305-374-3595	305-374-4311	<b>NO</b>
<b>Jamaica</b>	25 SE 2nd Avenue, Suite 609 Miami, FL 33131	305-374-8431	305-577-4970	<b>YES</b>
<b>Japan</b>	80 SW 8th Street, Suite 3200 Miami, FL 33130	305-530-9090	305-530-9002	<b>NO</b>
<b>Korea</b>	1 SE 3 Ave, 25th Floor Miami, FL 33131	305-982-5573	305-374-5095	<b>NO</b>
<b>Lebanon</b>	1320 S. Dixie Highway, Suite 241 Coral Gables, FL 33146	305-665-3004	305-666-8905	<b>NO</b>
<b>Lithuania</b>	44 Coconut Row, Ste T10 Palm Beach, FL 33480	561-832-2232	773-582-5133	<b>NO</b>
<b>Malta</b>	200 S. Biscayne Blvd, Suite 1800 Miami, FL 33131	305-347-5290	305-377-8695	<b>YES</b>
<b>Mexico</b>	2550 Technology Drive Orlando, Florida 32804	407-422-0514	407-422-9633	<b>NO</b>
<b>Monaco</b>	2000 Ponce De Leon Blvd. #600 Coral Gables, FL 33134	305-421-6360	786-513-3241	<b>NO</b>
<b>Netherlands</b>	701 Brickell Avenue, Suite 500 Miami, FL 33131	786-866-0480	786-866-0498	<b>NO</b>
<b>Nicaragua</b>	1332 West Flagler Street Miami, FL 33135	305-265-1415 (EXT 106, 109)	305-265-1780	<b>NO</b>
<b>Norway</b>	806 S Douglas Rd, #580 Coral Gables, FL 33134	305-987-8464	305-374-4369	<b>NO</b>
<b>Panama</b>	5775 Blue Lagoon Drive Suite 200 Miami, FL 33126	305-447-3700	305-264-0587	<b>NO</b>
<b>Paraguay</b>	25 S.E. 2nd Avenue, Suite 705 Miami, FL 33131	305-374-9090	305-374-5522	<b>NO</b>

<b>Consulate General</b>	<b>Address</b>	<b>Phone Number</b>	<b>Fax</b>	<b>Mandatory Contact</b>
Peru	444 Brickell Avenue Suite M-135 Miami, FL 33131	786-347-2432	305-677-0089	<b>NO</b>
Philippines	2333 N. State Road 7 Mar- gate, FL 33063	954-729-6647	954-755-6367	<b>YES</b>
Poland	1440 79th St. Causeway Suite 117 Miami, FL 33141	305-866-0077	305-865-5150	<b>YES</b>
Portugal	145 City Place Suite 300, Palm Coast FL, 32164	386-742-0370	386-742-0371	<b>NO</b>
St Kitts and Nevis	6855 Red Road Coral Gables, FL 33143	786-662-7222	786-662-7723	<b>YES</b>
Saint Lucia	2 Alhambra Plaza, Suite 850 Coral Gables, FL 33134	305-586-3076		<b>YES</b>
Senegal/Togo	4000 Ponce De Leon Blvd. Suite 700 Coral Gables, FL 33146	305-371-4286	305-371-4288	<b>NO</b>
Slovak	13325 Arch Creek Rd North Miami, FL 33181	239-822-8409	954-577-1318	<b>YES</b>
Slovenia	1501 Calais Drive Miami Beach, FL 33141	305-868-9635		<b>NO</b>
Spain	2655 LeJeune Road, Suite 203 Coral Gables, FL 33134	305-446-5511	305-446-0585	<b>NO</b>
Suriname	7205 NW 19th Street Suite 302 Miami, FL 33126	305-463-0694	305-463-0715	<b>NO</b>
Sweden	101 NE 3rd Avenue, Suite 1700B Fort Lauderdale, FL 33301	954-467-3507	954-766-2805	<b>NO</b>
Switzerland	825 Brickell Bay Drive Suite 1450 Miami, FL 33131	305-377-6700	305-377-9936	<b>NO</b>
Trinidad and Tobago	1000 Brickell Avenue, Suite 800 Miami, FL 33131	305-374-2199	305-374-3199	<b>YES</b>

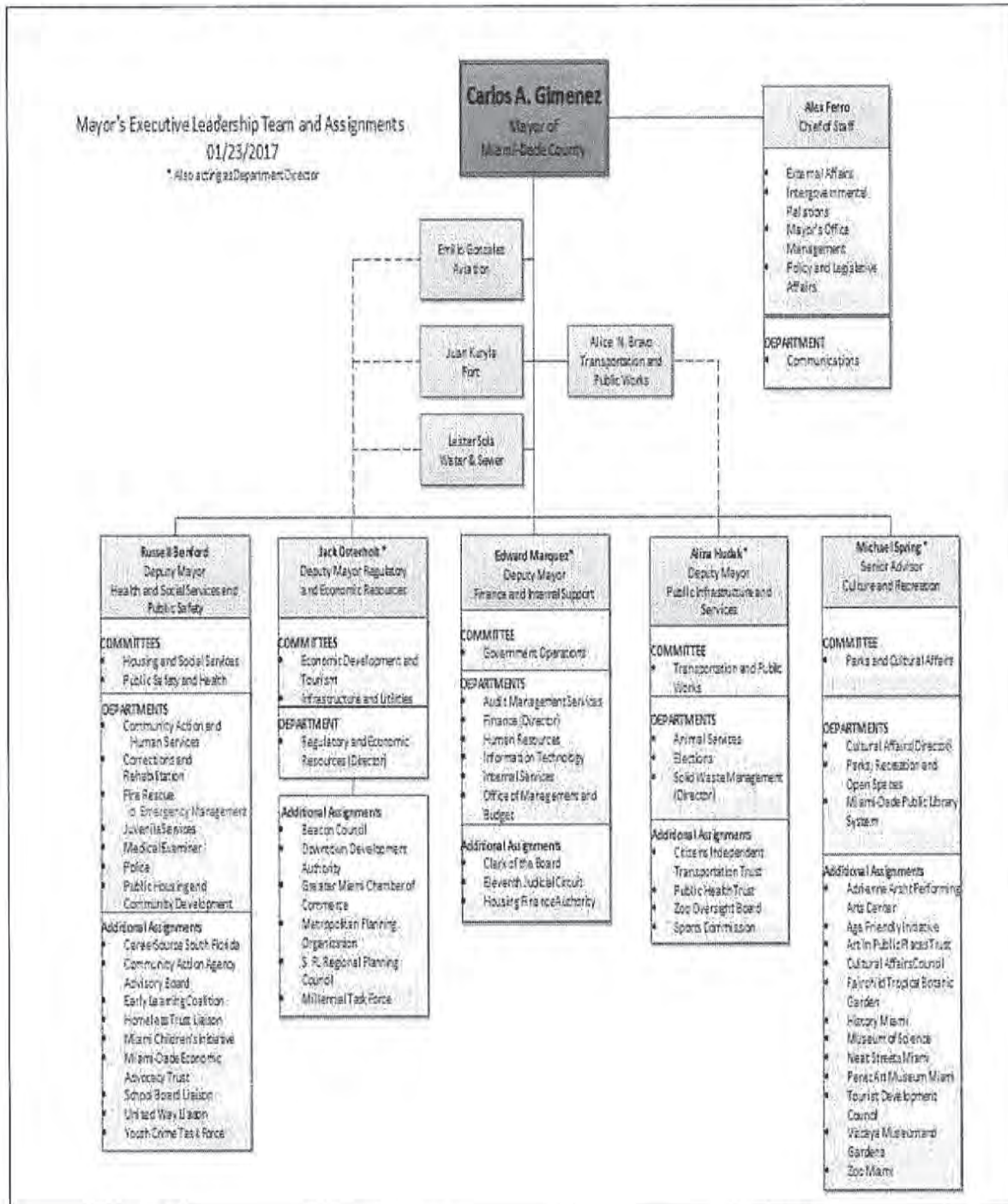
Consulate General	Address	Phone Number	Fax	Mandatory Contact
Turkey	80 SW 8th St Suite 2700 Miami, FL 33130	786-310-7583	786-310-7584	NO
United Kingdom	1001 Brickell Bay Drive Suite. 2800 Miami, FL 33131	305-400-6400	305-400-6868	YES

### **Appendix B: – Consular Notification Fact Sheet**

Below is a checklist of basic information that Consular Officials will require when being notified of the death, serious injury, or illness of one of their Nationals. This checklist is intended for internal use only and is designed to expedite the process of Consular notification.

- Date/Time
- Name/Name of office/agency contacting the Consulate
- Address of contacting agency
  - City/State/Zip
  - Phone/Fax numbers
- Reason for Contact
  - Death of National
  - Serious Injury of National
  - Serious illness requiring detainment/quarantine of National
  - Date of death/injury/illness
- Personal Information of National (provide as much as possible)
  - Name
  - Date of Birth/Place of Birth
  - Nationality/Country
  - Passport Issuing Nation
  - Passport Number
  - Date and place of death (If applicable)
  - Apparent cause of death (If applicable)
- Contact information for office/agency issuing notification
  - Phone number
  - Hours of operation
  - Case number for reference (if applicable)

**Figure 36 – Day-to-Day County Management Structure**





**Figure 37 – Promulgation Letter**

OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA

**MEMORANDUM**

Agenda Item No. 8(E)(1)

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**TO:** Honorable Chairman Esteban L. Bovó, Jr.  
and Members, Board of County Commissioners

**DATE:** November 7, 2017

**FROM:** Abigail Price-Williams,  
County Attorney


**SUBJECT:** Resolution approving the Miami-  
Dade County Comprehensive  
Emergency Management Plan;  
and authorizing the County  
Mayor to execute agreements  
with local municipalities, and to  
file and execute any necessary  
revisions required by any  
applicable amendments to  
Florida Statutes

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Resolution No. R-983-17

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

  
Abigail Price-Williams  
County Attorney

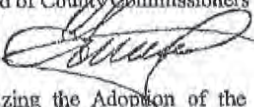
APW/smm

**Memorandum**



**Date:** November 7, 2017

**To:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez   
Mayor

**Subject:** Resolution Authorizing the Adoption of the Miami-Dade County Comprehensive  
Emergency Management Plan

**RECOMMENDATION**

It is recommended that the Board of County Commissioners (Board) approve the attached resolution adopting the Miami-Dade County (County) Comprehensive Emergency Management Plan (CEMP). The CEMP adheres to the State of Florida Division of Emergency Management compliance criteria set forth in Florida Administrative Code Rule Chapter 27P-6.

The County's CEMP establishes official emergency management policy for all County agencies in response to and recovery from emergencies and disasters within the County.

**SCOPE**

The impact of this item is countywide in nature.

**FISCAL IMPACT/FUNDING SOURCE**

There is no fiscal impact associated with this item.

**TRACK RECORD/MONITOR**

Charles Cynille, Division Director of Miami-Dade Fire Rescue's (MDFR) Office of Emergency Management (OEM), is responsible for publishing the County's CEMP and its revisions. The OEM is also responsible for ensuring that the CEMP is developed, reviewed, and maintained.

**BACKGROUND**

The intent of the CEMP is to provide an organized system for preparedness, response, and recovery by which County officials are guided in applying their statutory responsibilities of direction and control during a disaster event. The backbone of the CEMP is its use of the Incident Command structure and application in a manner that is consistent with the State of Florida Comprehensive Emergency Management and Federal Emergency Management Agency National Response Framework. The CEMP provides a design for the effective management of any emergency situation within the County in coordination with the state and federal government.

The Florida Administrative Code requires that a comprehensive review and revision of the Comprehensive Emergency Management's Basic Plan be conducted every four years. During the four years prior to the revision, Tabletop exercises, full scale exercises, as well as actual emergencies and disasters were employed to evaluate the CEMP. Following each exercise and activation of the Emergency Operations Center, events were critiqued and appropriate changes incorporated into the CEMP. The CEMP was also revised to delineate the operational roles and responsibilities of the

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Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners  
Page 2

County's major departments, as well as task checklists for Countywide emergencies. MDR's OEM met with each of the major departments listed in the CEMP and those departments have verified their responsibilities. The MDR's OEM also worked with federal, state, county, municipal, and private entities responsible, knowledgeable, and experienced in the specific issues addressed in the CEMP in ensuring the current plan reflected up to date information.

In accordance with Florida Administrative Code, MDR's OEM submitted the County's revised CEMP to the Florida Division of Emergency Management (FDEM) for review. On July 17, 2017, the FDEM notified MDR's OEM that the County's revised CEMP met the criteria outlined in Florida Administrative Code Rule Chapter 27P-6 and required adoption by resolution of the Board in accordance with Rule 27P-6.006 (11).



Russell Benford  
Deputy Mayor



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners

**DATE:** November 7, 2017

**FROM:** Abigail Price-Williams  
County Attorney

**SUBJECT:** Agenda Item No. 8(E)(1)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

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Approved \_\_\_\_\_ Mayor                      Agenda Item No. 8(E)(1)  
 Veto \_\_\_\_\_                                      11-7-17  
 Override \_\_\_\_\_

RESOLUTION NO. R-983-17

RESOLUTION APPROVING THE MIAMI-DADE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN; AND AUTHORIZING THE COUNTY MAYOR OR THE MAYOR'S DESIGNEE TO EXECUTE AGREEMENTS WITH LOCAL MUNICIPALITIES, AND TO FILE AND EXECUTE ANY NECESSARY REVISIONS REQUIRED BY ANY APPLICABLE AMENDMENTS TO FLORIDA STATUTES

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

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that: this Board approves the Miami-Dade County Comprehensive Emergency Management Plan in substantially the form attached hereto and made a part hereof, an original of which is on file with the Clerk of the Board; and authorizes the County Mayor or Mayor's designee to execute agreements with local municipalities, and to file and execute any necessary revisions required by any applicable amendments to Florida Statutes.

The foregoing resolution was offered by Commissioner **Daniella Levine Cava** who moved its adoption. The motion was seconded by Commissioner **Audrey M. Edmonson** and upon being put to a vote, the vote was as follows:

Esteban L. Bovo, Jr., Chairman	aye		
Audrey M. Edmonson, Vice Chairman	aye		
Bruno A. Barreiro	absent	Daniella Levine Cava	aye
Jose "Pepe" Diaz	aye	Sally A. Heyman	absent
Barbara J. Jordan	aye	Joe A. Martinez	aye
Jean Monestime	aye	Dennis C. Moss	aye
Rebeca Sosa	aye	Sen. Javier D. Souto	aye
Xavier L. Suarez	absent		

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Agenda Item No. 8(E)(1)  
Page No. 2

The Chairperson thereupon declared the resolution duly passed and adopted this 7<sup>th</sup> day of November, 2017. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.



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

HARVEY RUVIN, CLERK

By: **Christopher Agrippa**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

GKS

Gerald K. Sanchez

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STATE OF FLORIDA  
**DIVISION OF EMERGENCY MANAGEMENT**

RICK SCOTT  
Governor

BRYAN W. KOON  
Director

July 17, 2017

Mr. Curt Sommerhoff, Director  
Miami-Dade County Department of Emergency Management  
9300 NW 41<sup>st</sup> Street  
Miami, FL 33178

**CERTIFIED MAIL - RETURN RECEIPT REQUESTED**

Dear Director Sommerhoff

In accordance with the provisions of Rule Chapter 27P-6 Florida Administrative Code (FAC), the Florida Division of Emergency Management (FDEM) has completed its review of the Miami-Dade County Comprehensive Emergency Management Plan (CEMP). The review team has determined that your plan meets the CEMP compliance criteria. We hope that the comments and discussions the review team had with you and your staff during the review will assist you in future planning efforts and enhance the update of your CEMP.

The approved plan must now be adopted by resolution by the governing body of the jurisdiction within 90 days in accordance with Rule 27P-6.006(11) FAC. You must forward a copy of the adoption resolution and an electronic copy of the adopted plan to FDEM to complete compliance. Failure to adopt the plan by resolution within 90 days will result in a letter of non-compliance unless an adoption extension is requested in accordance with Rule 27P-6.006(11) FAC.

DIVISION HEADQUARTERS Tel: 850-815-4000 • Fax: 850-488-1036  
2355 Shinnick Oak Boulevard  
Tallahassee, FL 32399-2100 [www.FloridaDivision.com](http://www.FloridaDivision.com)

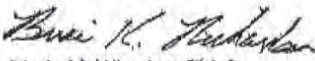
STATE LOGISTICS RESPONSE CENTER  
2701 Directors Row  
Orlando, FL 32800-5631

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Mr. Curt Sommerhoff  
July 17, 2017  
Page Two

If you have any questions or need additional information regarding the plan's approval, please contact your review team leader, Elise Fisher, at 850-815-4304 or by email: [elise.fisher@em.myflorida.com](mailto:elise.fisher@em.myflorida.com).

Sincerely,

  
for Linda McWhorter, Chief  
Bureau of Preparedness

LM,ef

cc: Esteban Bovo, Chairperson of BOCC, Miami-Dade County  
Jim Roberts, DEM - Regional Coordination Team Manager  
Willie Boule, DEM - Regional Coordinator  
Manny Cela, RPC Representative  
Caroline Edwards, DEM - Recovery  
Miles Anderson, DEM - Mitigation  
Elise Fisher, DEM - CEMP Planner



## **Glossary of Key Terms**

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Alert:** Notification of a hazard or an incident that potentially requires a coordinated Federal response.

**All-Hazards:** Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within given operational periods that is based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Catastrophic Incident:** Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption that severely affects the population, infrastructure, envi-

ronment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Climate Change:** Any change in global temperatures and precipitation over time due to natural variability or to human impact.

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Corrective Actions:** Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

**Dengue Fever:** An infectious disease of the tropics transmitted by mosquitoes and characterized by high fevers, headache, rash, and joint and muscle pain.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Disaster Housing:** Provides up to 18 months temporary housing assistance, using local resources, for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and replacement of damaged items to make homes habitable.

**Disaster Recovery Center (DRC):** A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

**Droughts:** A lack of precipitation into an area for a long period of time, resulting in below normal recorded levels, causing serious hydrological imbalances that adversely affect land resource production systems.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management/Response Personnel:** Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Support Functions:** ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an inci-

dent. The Basic identifies primary ESF agencies on the basis of authorities and resources. Support agencies are assigned based on the availability of resources in a given functional area.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Exotic Pests:** 'Exotic' by definition implies non-native status. Therefore, an exotic pest would be one that migrates or is imported to a new location in which there are no natural predators or other controls on its proliferation. Exotic pests are capable of causing significant disruption in their adopted environments by out-competing native species and driving them to extinction or by changing the ecosystem by altering relationships within it.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident:** An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command:** Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated inter-agency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Lead Agency:** While several County departments will be performing varied and critical tasks during a disaster, in most cases only one agency will be considered the 'primary agency.' The primary response agen-

cy shall be responsible for detailed planning, testing, and evaluation of their respective emergency support function(s) plans/activities. The Department Director of the primary agency shall serve as the principal advisor to the County Executive during the response and recovery phase. In addition, the Department Director of the primary agency must assure that essential operations of his/her agency will continue, unless otherwise directed by the County Executive or his/her designee.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management. **Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snow-storm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Memorandum of Understanding:** An agreement between agencies (internal and external) located within the jurisdictions on cooperative efforts and services, which would be provided during a disaster. The agencies involved usually maintain command of their personnel while providing specific services to the community at large and in conjunction with the normal resources available in the community.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data

to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations— Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Framework:** A guide that details how the Nation conducts all-hazards response— from the smallest incident to the largest catastrophe. This document establishes a comprehensive, national, all-hazards approach to domestic incident response.

**Nongovernmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Phenology:** The scientific study of biological phenomena, such as flowering, breeding, and migration, in relation to climatic conditions. The relationship between a biological phenomenon and climatic conditions.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). Processes: Systems of operations that incorporate standardized proce-



dures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Sea Level Rise:** A rise in the surface of the sea due to increased water volume of the ocean and/or sinking of the land. The rise and fall of sea levels throughout time in response to global climate and local tectonic changes.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Special Needs Population:** A population whose members may have additional needs before, during, and after an incident in one or more of the following functional areas: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English speaking; or who are transportation disadvantaged.

**Support Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**Staging Area:** Established for the temporary location of available resources. A staging area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

**Storm Surge:** An abnormal rise in sea level accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface during the storm and normal sea level. Storm surge is caused primarily by high winds pushing on the ocean's surface and is especially severe when accompanied by high tide.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

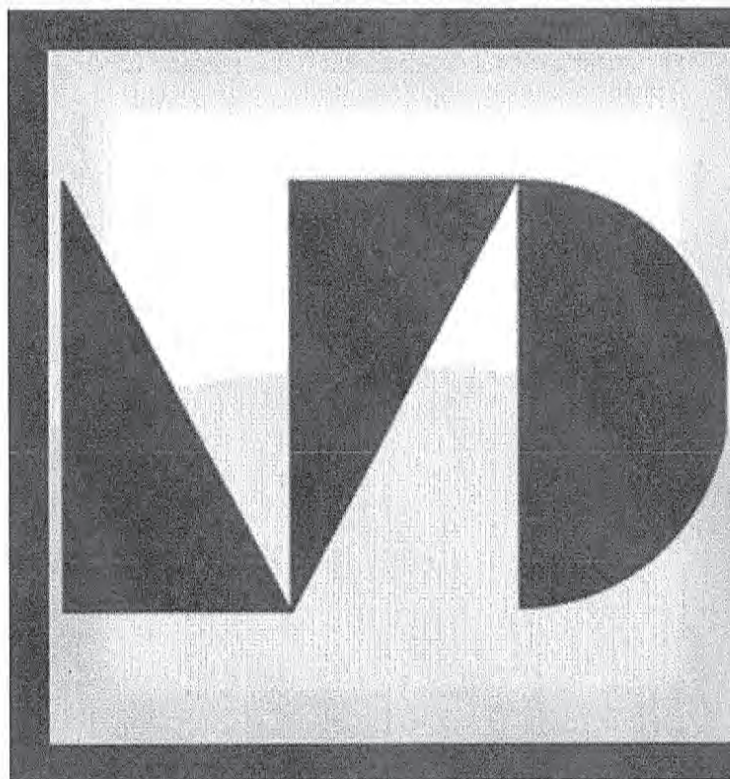
**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Viral Hemorrhagic Fever:** The term hemorrhagic fever is used to describe several severe and life-threatening viruses, usually spread from either insects or mammals to humans.

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Zoonotic:** A disease that can be transmitted from animals to people or, more specifically, a disease that normally exists in animals but, that can infect humans.

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Miami Dade  
College

# EMERGENCY ACTION GUIDE

Quick Reference

Emergency Preparedness, Miami Dade College, 300 NE 2<sup>nd</sup> Avenue, Miami, FL 33132

## EMERGENCY ACTION GUIDES

Public Safety Numbers

Evacuation

Dangerous Subject / Active Shooter

Bomb Threat

Fire, Smoke & Explosion

Hazardous Materials

Severe Weather

Workplace Violence / Crimes

Behavioral Threat / Crisis

Hurricane Preparation

Hurricane Evacuation Planning (Storm Surge)

Extended Power Outages

Pandemic Outbreak

Elevator Emergencies

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*“Despair is most  
often the offspring of  
ill-preparedness”*

*Don Williams Jr.*

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## MDC Emergency Action Guide

### Public Safety Contact Numbers

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Most emergency incidents on campus are going to be identified by students, faculty, staff, or visitors. If students, faculty, staff, or visitors are involved in or witness a life-threatening emergency, it is essential for them to immediately call 911 and the appropriate Campus Public Safety Department.

Each campus has uniformed Public Safety personnel on duty 24 hours per day, seven days per week.

#### To report an emergency

- Emergency telephones with direct access to the Campus Public Safety Department are located throughout the campus and in all elevators.
- Blue Light Emergency Phones are located in prominent locations on the campus parking lots. In addition, some campuses are equipped with Blue Light Emergency Phones in high traffic areas within buildings. The Blue Light Emergency Phones connect callers directly to the Campus Public Safety Department dispatch center, which will notify police or fire personnel to respond as appropriate to the situation.
- You may report criminal actions and emergencies to any uniformed Miami Dade College Public Safety Officer

To report a crime or an emergency, contact the appropriate Campus Public Safety Department by phone or in person at the offices listed below.

**Miami Dade College TDD Line: 800-955-8771**

**Hialeah Campus Public Safety**  
1780 West 49th street, Room 1114  
Hialeah, FL 33012  
**305-237-8701**

**Medical Campus Public Safety**  
950 NW 20th Street, Room 1153  
Miami, FL 33127  
**305-237-4100**

**Homestead Campus Public Safety**  
500 College Terrace, Room D114  
Homestead, FL 33030  
**305-237-5100**

**North Campus Public Safety**  
11380 NW 27th Avenue, Room 1175  
Miami, FL 33167  
**305-237-1100**

**InterAmerican Campus Public Safety**  
627 SW 27th Ave, Room 1123  
Miami, FL 33135  
**305-237-6046**

**West Campus Public Safety**  
3800 NW 115th Avenue, Room 1130  
Miami, FL 33178  
**305-237-8100**

**Kendall Campus Public Safety**  
11011 SW 104th Avenue, Room 5118  
Miami, FL 33176  
**305-237-2100**

**Wolfson Campus Public Safety**  
300 NE 2nd Avenue, Room 1140  
Miami, Florida 33132  
**305-237-3100**

## MDC Emergency Action Guide

### Evacuation

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The unpredictable nature of emergency situations requires quick action and clear thinking to avoid injury. The decision to evacuate is based on factors that give you the best chance of remaining safe and avoid putting yourself in a more harmful situation.

#### Evacuation is required:

- any time the fire alarm sounds,
- if you smell smoke or know an actual fire is burning,
- an evacuation announcement is made, or
- a College official orders you to evacuate.



#### In the event of an evacuation:

- Alert those around you who might not have heard.
- Turn off equipment / secure hazardous operations only if possible.
- CHECK all doors for heat before you open or go through them to avoid walking into a fire.
- EVACUATE the building using the nearest exit or stairway. **DO NOT USE ELEVATORS.**
- REMAIN CALM and walk to nearest exit / Close doors and windows as you exit.
- PROCEED to pre-determined assembly area of building and **remain there** until you are told to return by Campus Public Safety.

#### If you are unable to leave the building due to a physical disability:

- Go to the nearest area where there are no hazards.
- Use a telephone to call **911** **and** Campus Public Safety.
- Be sure to give them the room number so they can send help to you.
- If possible, signal out the window to on-site emergency responders.
- One person may remain with you if they wish to assist you.

#### As an individual requiring assistance, how should I pre-plan an evacuation?

- CREATING a personal plan. Inform students, faculty, or staff members about your disability and let them know specifically what assistance you will need in an evacuation.
- LEARNING the locations of exit corridors, exit stairways, and designated areas of refuge.
- PLANNING a primary and alternate escape route.
- TELLING another student, faculty, or staff member how to assist you during an evacuation.
- NOTIFY someone you're safe by using your phone independently or make prior arrangements with ACCESS to have someone contact you or attempt to locate you through Public Safety.

#### As a student, faculty, or staff member, what can I do help individuals requiring assistance?

- KNOW the needs and capabilities of people requiring assistance who are routinely in your classroom or work area.
- ASK how you can help anyone requiring assistance before giving it.
- OFFER verbal assistance for individuals who are blind or visually impaired and guide them to the nearest exit.

## Dangerous Subject / Active Shooter

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If someone brings a weapon on campus, there are several things to remember that will help protect your life. First, in any serious life threatening emergency, always call 911 and alert Campus Public Safety.

If a dangerous situation has been confirmed on campus, the appropriate First Responders will be called to respond. When law enforcement officials arrive, they won't know the good people from the bad people, so remain calm, show them your hands, and provide them with as much specific information as possible about the individual.

A normal reaction to a hostile intruder situation is to panic. Preplanning your own individual actions for such an incident will greatly improve your initial reactions and increase your chances for survival.

How to respond if an active shooter is in your vicinity:

- **RUN**
  - If there is an escape path, attempt to evacuate.
  - Prevent others from entering the area.
  - Evacuate whether others agree or not.
  - Meet at a predetermined area, do not leave campus.
  - Leave your belongings behind.
  - Call 911 when you are safe.
  - Help others escape if possible.
- **HIDE**
  - Lock and/or blockade the door.
  - Hide behind large objects.
  - Silence your cell phone.
  - Remain very quiet.
- **FIGHT (Last Resort)**
  - Attempt to incapacitate the shooter.
  - Act with physical aggression.
  - Improvise weapons.
  - Commit to your actions.
- **When Law Enforcement arrives on the scene:**
  - Do exactly as the team of officers instructs.
  - Do not approach the officers.
  - Keep your hands visible, fingers spread, and empty.





## MDC Emergency Action Guide

### Bomb Threat

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Understand the goal/motivation of making a bomb threat - usually comes from one of two types:

- **The Prank Caller:** The most frequent goal is to create an atmosphere of panic and anxiety, which hopes to disrupt normal activities or operations at the location where the bomb device is assumed to be placed.
- **The Credible Caller:** The caller has definite knowledge or believes that an explosive device has been or will be placed, and wants to warn of the threat to minimize personal injuries or property damage. The caller may be the person placing the bomb or someone who has become aware of information they believe to be credible.

If you receive a bomb threat by telephone, try to remain calm and obtain as much information as possible from the caller.

- Record the time of call, sex of caller, phone number (if caller ID present).
- What did the caller say?
- Ask:
  - When is it going to explode?
  - Where is the bomb?
  - What does it look like? / What kind of bomb is it?
  - What will cause it to explode?
  - Did you place the bomb? Why?
  - What is your name and address?
- Write down information about the caller:
  - Man or a woman?
  - Approximate age?
  - Unusual speech traits?
  - Tone of voice and attitude?
  - Foreign or regional accent?
  - Background noise?



If the threat was delivered or left in your area, try to recall a description of the deliverer or any suspicious person(s) in the area.

- Immediately notify Campus Public Safety.
- Report the time, location and content of the threat, as well as your location and phone number.
- Take no other action unless directed by Campus Public Safety. Do not create a panic situation.
- Take a quick visual look around your area for any suspicious object(s). Do not touch or move the object.
- If you are told to evacuate the area, take your notes about the call with you.

## Fire, Smoke & Explosion

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#### **In the event of fire, smoke, or an explosion:**

- Alert those around you to the hazard.
- Evacuate the room, closing doors behind you as you leave.
- Manually activate the fire alarm system as you exit the building.
- Exit and move away from the building – **DO NOT USE ELEVATORS.**
  - If you encounter smoke, stay low, if necessary use your secondary escape route.
- Call 911 from a safe location. Tell the dispatcher:
  - Name of the building.
  - Location of the fire.
  - Description of the fire.
- ALL fires must be reported to Public Safety, including those that have been extinguished.



#### **If your clothing is on fire**

- Stop – Drop to the ground or floor and Roll to smother flames.
- Smother flames using a fire blanket.
- Drench with water from a safety shower or other source.
- Seek medical attention for all burns and injuries.

#### **If you are trapped in a building**

- If possible, take shelter in a room with an outside window.
- Close all other doors and windows.
- Use clothing, towels, or paper to block around the door or over vents to keep smoke out.
- Stay low and try to avoid the smoke.
- If there is a telephone, call 911 to report your location and situation.
- Signal to rescuers and people outside the building by waving clothing and other light colored objects. Stay where rescuers can see you.
- Remain calm, stay low, and be patient.

#### **Fire Extinguishers**

- If you have been trained and it is safe to do so, you may use one extinguisher to attempt to extinguish the fire.
- Only attempt to extinguish small fires.
- Make sure you have a clear escape path.
- If you have not been trained to use a fire extinguisher you should EVACUATE immediately.

## MDC Emergency Action Guide

### Hazardous Materials

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For spills or incidents requiring procedures or personal protective equipment beyond the abilities of the personnel present, take the following actions:

- Alert others in the immediate area and EVACUATE the room.
  - If building evacuation is needed then manually activate the building fire alarm.
- Close doors as you leave the room.
- KEEP others out of the area.
- Call 911 and Campus Public Safety from a safe location and provide the following information:
  - Your name, telephone number, and location.
  - Location of the spill.
  - Name and quantity of material spilled (if known).
  - Any injuries or personal contamination.
- Use eyewash or safety showers as needed to wash spilled chemicals off your body.
  - Flush the affected areas with copious amounts of water for at least 15 minutes.
- If you are contaminated do not spread the material or contaminate others. Tell responders you have the material on you.

#### **Shelter-In-Place**

One of the protective actions that may be issued by Campus Public Safety or Campus Crisis Management Team personnel is SHELTER-IN-PLACE. A Shelter-In-Place protective action may be issued in response to a hazardous materials spill / release in the local area.

This protective action is aimed to keep students, faculty, and staff safe while remaining **indoors**.

Shelter-In-Place means selecting a secure, interior room if possible, with no or few windows, and taking refuge there.

- If outdoors, find a safe location in the nearest building away from doors and windows.
- Once inside, close all doors and windows. If possible, close or seal air vents, door jams and any other larger openings to the outside.
- Close window shades, blinds, or curtains.
- The building's air conditioner may be shut down by the appropriate College personnel to minimize the introduction of outside air into the building.



## Severe Weather

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### Thunderstorm

- Seek shelter inside of a sturdy building.
- Avoid small sheds or isolated structures in open areas.
- Stay away from windows and doors, and stay off porches.
- Avoid contact with corded phones. Cell phones and cordless phones are fine.
- Avoid contact with plumbing. Do not wash hands, bathe, shower, wash dishes, etc.
- Avoid contact with electrical equipment and cords. Before the storm, unplug or power down sensitive equipment.



### Flood

- Always follow official instructions given for your area.
- Never drive through standing water.
- Never walk through moving water.
- Be aware that flash floods can occur quickly. If flooding occurs, move immediately to higher ground.
- Monitor local radio/TV channels for evacuation and other directives.



**Tornado:** TAKE SHELTER if you see or hear a tornado approaching. There may not be time for an official warning

- If Indoors:
  - GO to the lowest building level (if there is time to do so).
  - GO to the center of an interior room on the lowest level (closet, interior hallway) away from corners, windows, doors, and outside walls. PUT as many walls as possible between you and the outside.
  - GET under a sturdy table and use your arms to protect your head and neck.
  - DO NOT open windows.
- If outdoors:
  - LIE FLAT in a nearby ditch or depression and cover your head with your arms. BE AWARE of the potential for flooding.
  - DO NOT get under an overpass or bridge. You are safer in a low, flat location.
  - WATCH OUT for flying debris. Flying debris from tornadoes causes most fatalities and injuries.
- In a Vehicle.
  - Abandon the vehicle and go to the nearest shelter or permanent building.
  - If there is no nearby shelter, lie flat in a ditch and cover your head.



## MDC Emergency Action Guide

### Workplace Violence / Crimes

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Your actions may help calm a potentially violent situation, or they may escalate the problem.

- **If confronted, behave in a manner that helps calm a situation.**
  - Stay composed and don't be in a hurry.
  - Be empathetic. Show you are concerned.
  - Try to have the person sit down; sitting is a less aggressive position.
  - Give positive outcome statements, such as, "We can get this straightened out."
  - Give positive feedback for continued talking, "I'm glad you're telling me how you feel."
  - Try to remain out of arms' reach.
  - Have limited eye contact.
- **If confronted, avoid aggravating behaviors:**
  - Do not patronize.
  - Do not yell or argue.
  - Do not joke or be sarcastic.
  - Do not touch the person.
- **If someone becomes agitated:**
  - Leave the scene immediately, if possible.
  - Call Campus Public Safety from a safe place.
- **Common preventive individual safety measures to take:**
  - Avoid scheduling appointments for times when no one else is in the area.
  - Remove sharp and blunt objects from desks.
  - Try to avoid working alone after hours. If you have to work late, advise a friend or family member. When working after office hours, keep doors locked and do not open the door unless you are expecting someone.
  - Do not leave money or valuable belongings lying around; they should be locked in a desk or cabinet and kept out of sight.
  - Lock your office and/or lab doors when they are not in use, even when you are leaving for "just a moment."
  - Always walk in well-lit areas and know your surroundings. If you think you are being followed, go where there are other people. Call 911 or Campus Public Safety as soon as you are in a safe place.
  - Report any strange or unusual activities immediately to your supervisor and Campus Public Safety.
  - Survey your work area and report any locks, windows or lights that are in need of repair.



### Behavioral Threat / Crisis

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Each campus has established a Behavioral Threat Assessment Triage team consisting of members from Public Safety, Dean of Students, Dean of Academic Affairs, and Director of Administrative Services.

When the campus Behavioral Threat Assessment Triage team learns about a threat or other disturbing behavior, there is a general sequence of steps they can take to screen the case, determine whether to initiate an inquiry, gather information, evaluate the person and situation involved, and develop and implement a management strategy where necessary.

The major steps of the campus threat assessment and management process include:

1. Identifying persons/cases of concern; encouraging reporting.
2. Screening cases for further investigation/inquiry.
3. Gathering additional information from multiple sources (FULL INQUIRY).
4. Evaluating case and assigning a case priority level.
5. Developing, implementing, and monitoring a threat management plan.
6. Documenting and closing the case.

What are signs of a Major Behavioral Threat / Crisis?

The crisis may manifest as:

Being disruptive or threatening,  
Making verbal threats of harm or suicide  
Paranoia,  
Hallucinations,  
Uncontrollable behavior.



Troubled or less severe behavioral crises may involve uncontrolled crying, feelings of panic, withdrawal, or anger/yelling (without indications/threats of physical harm). If the crisis resolves quickly in response to attention and kindness, no intervention of professional counselors or Public Safety officers may be necessary.

**What to do if someone around you is experiencing a behavioral crisis?**

*\*A major psychological crisis always requires the intervention of trained personnel.*

- CONSIDER the safety of the person in crisis and those around him/her to be of first concern.
- DO NOT attempt to handle the potentially dangerous situation alone.
- CONTACT a Campus Behavioral Triage Team member, or if warranted,
- CALL 911. *All suicide attempts should be immediately reported to the police.*

## MDC Emergency Action Guide

### Hurricane Preparation

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The potential for hurricanes is a seasonal threat to Miami Dade College whether it impacts on or off campus. Hurricane season extends from June 1<sup>st</sup> through November 30<sup>th</sup> each year.

All personnel should document personal inventories; check insurance policies, review/prepare personal plans; check/build evacuation kits; and brief family members of emergency plans.

#### Hurricane / Tropical Storm Alerts:

- **Tropical Storm Watch:** An announcement that tropical-storm conditions are possible within the specified area.
- **Tropical Storm Warning:** An announcement that tropical-storm conditions are expected within the specified area.
- **Hurricane Watch:** An announcement that hurricane conditions are possible within the specified area. Because outside preparedness activities become difficult once winds reach tropical storm force, watches are issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.
  - **Action:** During a watch, prepare your work area and home; review your plan for evacuation in case a Hurricane or Tropical Storm Warning is issued. Listen closely to instructions from local officials.
- **Hurricane Warning:** An announcement that hurricane conditions are expected within the specified area. Because outside preparedness activities become difficult once winds reach tropical storm force, warnings are issued 36 hours in advance of the anticipated onset of tropical-storm-force winds.
  - **Action:** During a warning, complete storm preparations and immediately leave the threatened area if directed by local officials.

#### Saffir-Simpson Hurricane Wind Scale

The Saffir-Simpson Hurricane Wind Scale is a 1 to 5 rating based on a hurricane's sustained wind speed. This scale estimates potential property damage. Hurricanes reaching Category 3 and higher are considered major hurricanes because of their potential for significant loss of life and damage.

Category	Sustained Winds	Expectations / Types of Damage
Category 1	74 – 95 mph	very dangerous winds will produce some damage
Category 2	96 – 110 mph	extremely dangerous winds will cause extensive damage
Category 3	111 – 129 mph	devastating damage will occur
Category 4	130 – 156 mph	catastrophic damage will occur
Category 5	157 mph or higher	catastrophic damage will occur



## MDC Emergency Action Guide

### Hurricane Evacuation Planning (Storm Surge) [Table of Contents](#)

Storm surge is produced by water being pushed toward the shore by the force of the winds moving cyclonically around the storm.

Several MDC campuses are located in areas that may flood during heavy rain, and all campuses are subject to flooding during hurricanes. If flooding occurs on campus, it could cause significant damage to College facilities and infrastructure, and disrupt the ability to conduct business.

Miami-Dade County updated its storm surge planning zone maps May 2013. The updated maps are a significant change in the areas that are at risk for storm surge, when compared to what was used for the last 10 years. Instead of zones A to C, the new maps have zones A to E and will incorporate all areas of the County at risk of storm surge.

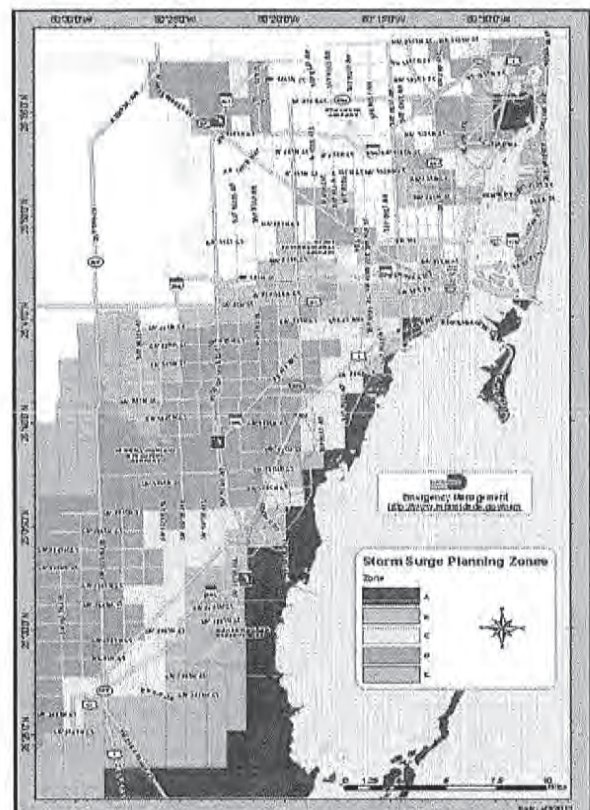
The description of each Storm Surge Planning Zones is as follows:

- Zone A is at greatest risk for storm surge for Category 1 and higher storms.
- Zone B is at greatest risk for storm surge for Category 2 and higher storms.
- Zone C is at greatest risk for storm surge for Category 3 and higher storms.
- Zone D is at greatest risk for storm surge for Category 4 and higher storms.
- Zone E is at greatest risk for storm surge from Category 5 storms.

The Storm Surge Planning Zones are used to identify risk of storm surge and is based on all directions of storms. As a storm is approaching, Miami-Dade County Emergency Management will identify which areas should evacuate for that particular storm. Evacuation Zones will be all of or a portion of the Storm Surge Planning Zones.

Residents should monitor the media and listen for which areas are being told to evacuate.

- Wolfson Campus: Zone B / Orange
- Medical Campus: Zone B / Orange
- Homestead Campus: Zone C / Yellow
- Kendall Campus: Zone D / Green
- InterAmerican Campus: Zone E / Blue
- North Campus: Not Within a Storm Surge Zone
- Hialeah Campus: Not Within a Storm Surge Zone
- West Campus: Not Within a Storm Surge Zone





## MDC Emergency Action Guide

### Extended Power Outages

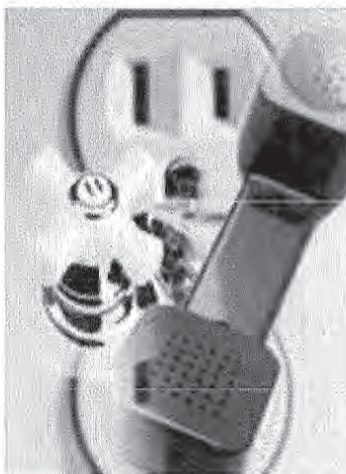
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#### What to do when an extended power outage occurs:

- Remain calm and stay where you are.
- Assist others who are not familiar with your area.
- Contact Public Safety to report the extended outage.
  - Tell the dispatcher your name and location.
  - Tell the dispatcher what areas are affected by the power outage.
  - Tell the dispatcher how long the power has been out.
  - Give the dispatcher a call back number in case more information is needed.
- Do not open cold rooms, refrigerators, incubators, or other temperature sensitive areas.
- Unplug electrical appliances/devices (if it can be done safely) to prevent a power drain when electricity is restored.
- Evacuate only if instructed to do so by Public Safety or other College official if safe lighting conditions are present.
- If near elevators, check to see if someone is trapped. See “Elevator Emergency” section if someone is stuck in an elevator during a power outage.

#### What will happen?

- Public Safety will notify facilities to respond and determine the extent of the outage.
- Responders will also check elevators to determine if anyone is stranded because of the outage.
- Responding personnel will determine if outside help is needed and consult with campus management of the areas affected.
- If an evacuation is necessary, responding emergency personnel will coordinate the evacuation.



## Pandemic Outbreak

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A Pandemic Outbreak is a new virus to which humans have little or no immunity. It can quickly spread worldwide and could overwhelm health resources. It differs from seasonal viruses (like the flu) for which you may receive an annual shot, in that a vaccine might not be initially available during the outbreak.

A pandemic occurs when three conditions are met:

1. A new virus subtype emerges.
2. The virus infects humans across the globe.
3. The virus gains efficient and sustainable transmission from human to human.



### What can you do?

#### Students:

1. Cover your nose and mouth when coughing or sneezing.
2. Avoid touching your eyes, nose, or mouth which are transmission points for germs.
3. Wash your hands with soap and water often and thoroughly. You may also use alcohol-based sanitizers.
4. Wash your hands before you eat.
5. Don't go to class if you are ill.
6. If you get sick while in class, if possible, go home.

#### Faculty, Staff and Administrators:

1. Cover your nose and mouth when coughing or sneezing.
2. Avoid touching your eyes, nose, or mouth which are transmission points for germs.
3. Wash your hands with soap and water often and thoroughly. You may also use alcohol-based sanitizers.
4. Wash your hands before you eat.
5. If you feel ill, stay home and contact your supervisor.

#### Everyone:

1. Stay informed (self-awareness). Listen to news, information, and guidance concerning the pandemic. The primary sources for this information are the Center for Disease Control at <http://www.cdc.gov/> and the World Health Organization at <http://www.who.int/>.
2. Stay informed of information and direction from Miami Dade College concerning how the pandemic might affect operations. College administration will monitor the pandemic situation and remain in contact with federal, State, and local health officials. The information will be evaluated on an ongoing basis to determine how College operations might be affected.

## MDC Emergency Action Guide

### Elevator Emergencies

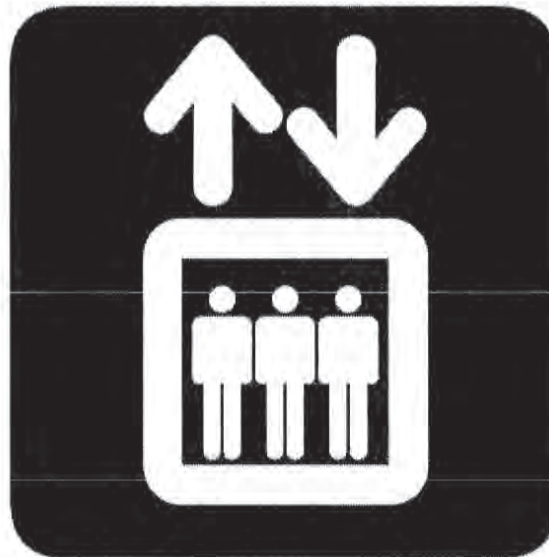
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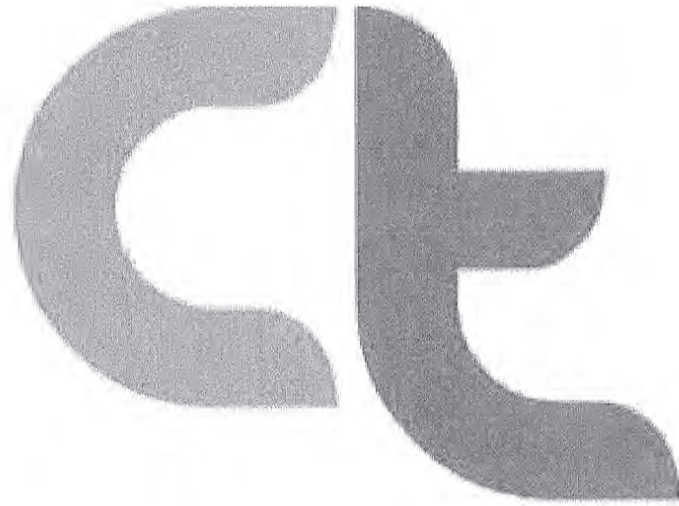
#### **If you find yourself in a trapped elevator:**

- Do not try to exit the elevator.
- Use the emergency telephone in the elevator to call for help or call Campus Public Safety from a cell phone or bang on the doors and shout for assistance.
  - Tell the dispatcher your name and that you are stuck in an elevator.
  - Tell the dispatcher what building you are in and which elevator.
  - Tell the dispatcher if others are in the elevator with you and how many.
- Do not attempt to exit the elevator through a hatch or pry open the doors.
- Do not exit the elevator if the doors open and you are between floors, unless instructed to do so by emergency personnel. The elevator could move, endangering your life.
- Wait for trained personnel to assist you from the elevator.
- Facilities will respond and allow safe exit from the elevator. The fire department or elevator company will be called if further help is needed.

#### **If you hear someone calling for help from a trapped elevator:**

- Call Campus Public Safety or use a building emergency phone.
- Reassure the persons in the car that you have reported the problem and help is on the way.
- Do NOT attempt to open the elevator doors.





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Appendix E  
Employee Handbook

Published: June 11, 2020

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# 1. Introduction

## 1.1 Handbook Disclaimer

*The contents of this handbook serve only as guidelines and supersede any prior handbook. Neither this handbook, nor any other policy or practice, creates an employment contract, or an implied or express promise of continued employment with the Company. Employment with Canas Tennis Academy LLC is "AT-WILL." This means employees or Canas Tennis Academy LLC may terminate the employment relationship at any time, for any reason, with or without cause or advance notice. As an at-will employee, it is not guaranteed, in any manner, that you will be employed with Canas Tennis Academy LLC for any set period of time.*

*The Company has the right, with or without notice, in an individual case or generally, to change any of the policies in this handbook, or any of its guidelines, policies, practices, working conditions or benefits at any time. No one is authorized to provide any employee with an employment contract or special arrangement concerning terms or conditions of employment unless the contract or arrangement is in writing and signed by the president and the employee.*

## 1.2 Welcome Message

Dear Valued Employee,

Welcome to Canas Tennis Academy LLC! We are pleased with your decision to join our team.

Canas Tennis Academy LLC is committed to providing superior quality and unparalleled customer service in all aspects of our business. We believe each employee contributes to the success and growth of our Company.

This employee handbook contains general information on our policies and practices. Please read it carefully. If you have questions regarding the handbook, please discuss them with your supervisor or the Director.

Welcome aboard. We look forward to working with you!

Sincerely,

The Director

### **1.3 Changes in Policy**

Change at Canas Tennis Academy LLC is inevitable. Therefore, we expressly reserve the right to interpret, modify, suspend, cancel, or dispute, with or without notice, all or any part of our policies, procedures, and benefits at any time with or without prior notice. Changes will be effective on the dates determined by Canas Tennis Academy LLC, and after those dates all superseded policies will be null and void.

No individual supervisor or manager has the authority to alter the foregoing. Any employee who is unclear on any policy or procedure should consult a supervisor or the Director.



## 2. General Employment

### 2.1 Company Hours and Functions

All training sessions will have a development structure and the pro will be responsible for implementing all the guidelines from Canas Tennis. Below you will find the development structure to be follow:

- • Warm up: 5 minutes
- • Baseline Technique: forehands (down the line & cross court), backhands (down the line & cross court) and a forehand and a backhand (down the line & cross court). 30 minutes between all strokes (2 rotations of about 1:00 min per stroke and direction)
- • Resting Time: 2 minutes
- • Net game: forehand volley (down the line & cross court), backhand volley (down the line & cross court) and overhands (with and without bounce). 15 minutes (two rotations of about 1:00 min per stroke and direction)
- • Footwork/Tactics: Footwork Exercises: coming forward and going back, defensive and offensive, combination of strokes, lateral footwork and drills to learn to run all over the court: 15 minutes
- • Resting Time: 2 minutes
- • Serves and returns: 15 minutes
- • Games and competitions: 30 minutes

The pro has to explain the exercises to be performed before the beginning of each of these.

Guidelines for the pro before, during and after completion of the practice:

- • Arrive 15 minutes before the start of training to get the basket, know your court and how the group will work.
- • Prohibited the use of cell phones.

- • The pro cannot sit during breaks or at any time during the practice.
- • Maintain a neat and clean appearance.
- • Prohibited the use of sunglasses and hats other than tennis.
- • Prohibited the use of black socks.
- • Collect all the balls at the end of practice.
  - Pros must use watches in order to control and time the rotations and resting/working periods.
  - All breaks must be outside of the pro shop. Pros can not be resting inside the pro shop.

### Pro's Functions

#### **The pro has the following responsibilities:**

- Oversee class safety and that no student will occur into an accident on or off the court
- To teach students the skills necessary to play tennis
- Develop a fun class where students learn while having fun, but with clear objectives

#### **The pro must have the following characteristics:**

- The pro must play enough so he can make good demonstrations, besides having a good game of tennis and choose appropriate exercise of progressions for learning the correct technical movements and sequences.
- Have knowledge of the game of tennis to explain how it is organized and structure and be able to explain what are the basic basic rules and types of skills.
- Have knowledge of the basic methodology to teach and apply them according to the characteristics of the students
- Pro's image and appropriate appearances: punctuality, good posture, proper clothing, eye contact with students, good body language, health and safety

appearance of himself.

- Basic knowledge in subjects like physiology, anatomy, biomechanics, psychology, and motor learning
- Proper use of voice tone to manage the group so that everyone listens carefully to the explanations, avoid monologues.
- Communication skills: know the students by name speak slowly and clearly, speak in positive terms, listen to the students, ask questions for the student to look for an answer, praising before criticizing.
- Organizational skills and leadership
- Learn to maintain discipline at all times
- Understand students and solidarity with them
- To profess a philosophy, the main objective is the athlete development and winning comes second, to favors long-term development over short-term success and don't let the student believe that the most important thing is to win (**prioritize the player's attitude!!!!**).

## 2.2 At-Will Employment

Employment with Canas Tennis Academy LLC is "at-will." This means employees are free to resign at any time, with or without cause, and Canas Tennis Academy LLC may terminate the employment relationship at any time, with or without cause or advance notice. As an at-will employee, it is not guaranteed, in any manner, that

you will be employed with Canas Tennis Academy LLC for any set period of time.

The policies set forth in this employee handbook are the policies that are in effect at the time of publication. They may be amended, modified, or terminated at any time by Canas Tennis Academy LLC, except for the policy on at-will employment, which may be modified only by a signed, written agreement between the President and the employee at issue. Nothing in this handbook may be construed as creating a promise of future benefits or a binding contract between Canas Tennis Academy LLC and any of its employees.

### **2.3 Immigration Law Compliance**

Canas Tennis Academy LLC is committed to employing only United States citizens and aliens who are authorized to work in the United States.

In compliance with the Immigration Reform and Control Act of 1986, as amended, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with Canas Tennis Academy LLC within the past three years, or if their previous I-9 is no longer retained or valid.

Canas Tennis Academy LLC may participate in the federal government's electronic employment verification system, known as "E-Verify." Pursuant to E-Verify, Canas Tennis Academy LLC provides the Social Security Administration, and if necessary, the Department of Homeland Security with information from each new employee's Form I-9 to confirm work authorization.

### **2.4 Equal Employment Opportunity**

Canas Tennis Academy LLC is an Equal Opportunity Employer. Employment opportunities at Canas Tennis Academy LLC are based upon one's qualifications and capabilities to perform the essential functions of a particular job. All employment opportunities are provided without regard to race, religion, sex,

pregnancy, childbirth or related medical conditions, national origin, age, veteran status, disability, genetic information, or any other characteristic protected by law.

This Equal Employment Opportunity policy governs all aspects of employment, including, but not limited to, recruitment, hiring, selection, job assignment, promotions, transfers, compensation, discipline, termination, layoff, access to benefits and training, and all other conditions and privileges of employment.

The Company will provide reasonable accommodations as necessary and where required by law so long as the accommodation does not pose an undue hardship on the business. This policy is not intended to afford employees with any greater protections than those which exist under federal, state or local law.

Canas Tennis Academy LLC strongly urges the reporting of all instances of discrimination and harassment, and prohibits retaliation against any individual who reports discrimination, harassment, or participates in an investigation of such report. Canas Tennis Academy LLC will take appropriate disciplinary action, up to and including immediate termination, against any employee who violates this policy.

## **2.5 Equal Employment Opportunity (Florida Employees)**

Canas Tennis Academy LLC is an Equal Opportunity Employer. Employment opportunities at Canas Tennis Academy LLC are based upon one's qualifications and capabilities to perform the essential functions of a particular job. All employment opportunities are provided without regard to:

- Race
- Color
- Religion
- Sex
- Pregnancy, childbirth or related medical condition
- National origin
- Age
- Veteran status
- Disability
- Genetic information
- Sickle cell trait

- Marital status
- Any other characteristic protected by law

This Equal Employment Opportunity policy governs all aspects of employment, including, but not limited to, recruitment, hiring, selection, job assignment, promotions, transfers, compensation, discipline, termination, layoff, access to benefits and training, and all other conditions and privileges of employment.

Canas Tennis Academy LLC strongly urges the reporting of all instances of discrimination and harassment, and prohibits retaliation against any individual who reports discrimination, harassment, or participates in an investigation of such report. Canas Tennis Academy LLC will take appropriate disciplinary action, up to and including immediate termination, against any employee who violates this policy.

## **2.6 Employee Grievances**

It is the policy of Canas Tennis Academy LLC to maintain a harmonious workplace environment. Canas Tennis Academy LLC encourages its employees to express concerns about work-related issues, including workplace communication, interpersonal conflict, and other working conditions.

Employees are encouraged to raise concerns with their supervisors. If not resolved at this level, an employee may submit, in writing, a signed grievance to the Director.

After receiving a written grievance, Canas Tennis Academy LLC may hold a meeting with the employee, the immediate supervisor, and any other individuals who may assist in the investigation or resolution of the issue. All discussions related to the grievance will be limited to those involved with, and who can assist with, resolving the issue.

Complaints involving alleged discriminatory practices shall be processed in accordance with Canas Tennis Academy LLC's Sexual and other Unlawful Harassment Policy.

Canas Tennis Academy LLC assures that all employees filing a grievance or complaint can do so without fear of retaliation or reprisal.

## **2.7 Internal Communication**

Effective and ongoing communication within Canas Tennis Academy LLC is essential. As such, the Company maintains systems through which important information can be shared among employees and management.

Bulletin boards are posted in designated areas of the workplace to display important information and announcements. In addition, Canas Tennis Academy LLC uses the Intranet and email to facilitate communication and share access to documents. For information on appropriate email and Internet usage, employees may refer to the Computer, Email, and Internet Usage policy.

All employees are responsible for checking internal communications on a frequent and regular basis. Employees should consult their supervisor with any questions or concerns on information disseminated.

## **2.8 Outside Employment**

Employees may hold outside jobs as long as the employee meets the performance standards of their position with Canas Tennis Academy LLC.

Unless an alternative work schedule has been approved by Canas Tennis Academy LLC, employees will be subject to the Company's scheduling demands, regardless of any existing outside work assignments; this includes availability for overtime when necessary.

Canas Tennis Academy LLC's property, office space, equipment, materials, trade secrets, and any other confidential information may not be used for any purposes relating to outside employment.

## **2.9 Anti-Retaliation and Whistleblower Policy**

This policy is designed to protect employees and address Canas Tennis Academy LLC's commitment to integrity and ethical behavior. In accordance with anti-retaliation and whistleblower protection regulations, Canas Tennis Academy LLC will not tolerate any retaliation against an employee who:

- Makes a good faith complaint, or threatens to make a good faith complaint, regarding the suspected Company or employee violations of the law, including discriminatory or other unfair employment practices;
- Makes a good faith complaint, or threatens to make a good faith complaint, regarding accounting, internal accounting controls, or auditing matters that may lead to incorrect, or misrepresentations in, financial accounting;
- Makes a good faith report, or threatens to make a good faith report, of a violation that endangers the health or safety of an employee, patient, client or customer, environment or general public;
- Objects to, or refuses to participate in, any activity, policy or practice, which the employee reasonably believes is a violation of the law;
- Provides information to assist in an investigation regarding violations of the law; or
- Files, testifies, participates or assists in a proceeding, action or hearing in relation to alleged violations of the law.

Retaliation is defined as any adverse employment action against an employee, including, but not limited to, refusal to hire, failure to promote, demotion, suspension, harassment, denial of training opportunities, termination, or discrimination in any manner in the terms and conditions of employment.

Anyone found to have engaged in retaliation or in violation of law, policy or practice will be subject to discipline, up to and including termination of employment. Employees who knowingly make a false report of a violation will be subject to disciplinary action, up to and including termination.

Employees who wish to report a violation should contact their supervisor or Gustavo Oribe directly. Employees should also review their state and local requirements for any additional reporting guidelines.

Canas Tennis Academy LLC will promptly and thoroughly investigate and, if necessary, address any reported violation.

Employees who have any questions or concerns regarding this policy and related reporting requirements should contact their supervisor, the Director or any state or local agency responsible for investigating alleged violations.



## **3. Employment Status & Recordkeeping**

### **3.1 Employment Classifications**

For purposes of salary administration and eligibility for overtime payments and employee benefits, Canas Tennis Academy LLC classifies employees as either exempt or non-exempt. Non-exempt employees are entitled to overtime pay in accordance with federal and state overtime provisions. Exempt employees are exempt from federal and state overtime laws and, but for a few narrow exceptions, are generally paid a fixed amount of pay for each workweek in which work is performed.

If you change positions during your employment with Canas Tennis Academy LLC or if your job responsibilities change, you will be informed by the Director of any change in your exempt status.

In addition to your designation of either exempt or non-exempt, you also belong to one of the following employment categories:

#### **Full-Time:**

Full-time employees are regularly scheduled to work greater or equal to 40 hours per week. Generally, regular full-time employees are eligible for Canas Tennis Academy LLC's benefits, subject to the terms, conditions, and limitations of each benefit program.

#### **Part-Time:**

Part-time employees are regularly scheduled to work less than 40 hours per week. Regular part-time employees may be eligible for some Canas Tennis Academy LLC benefit programs, subject to the terms, conditions, and limitations of each benefit program.

#### **Temporary:**

Temporary employees include those hired for a limited time to assist in a specific function or in the completion of a specific project. Employment beyond any initially stated period does not in any way imply a change in employment status or classification. Temporary employees retain temporary status unless and until they

are notified, by Canas Tennis Academy LLC Management, of a change. They are not eligible for any of Canas Tennis Academy LLC's benefit programs.

### **3.2 Personnel Data Changes**

It is the responsibility of each employee to promptly notify their supervisor or the Director of any changes in personnel data. Such changes may affect your eligibility for benefits, the amount you pay for benefit premiums, and your receipt of important company information.

If any of the following have changed or will change in the coming future, contact your supervisor or the Director as soon as possible:

- Legal name
- Mailing address
- Telephone number(s)
- Change of beneficiary
- Exemptions on your tax forms
- Emergency contact(s)
- Training certificates
- Professional licenses

### **3.3 Expense Reimbursement**

Canas Tennis Academy LLC reimburses employees for necessary expenditures and reasonable costs incurred in the course of doing their jobs. Expenses incurred by an employee must be approved in advance by the Director.

Some expenses that may warrant reimbursement include, but are not limited, to the following: mileage costs, air or ground transportation costs, lodging, meals for the purpose of carrying out company business, and any other reimbursable expenses as required by law. Employees are expected to make a reasonable effort to limit business expenses to economical options.

To be reimbursed, employees must submit expense reports to the Director for approval. The report must be accompanied by receipts or other documentation

substantiating the expenses. Questions regarding this policy should be directed to your supervisor.

### 3.4 Termination of Employment

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Common circumstances under which employment is terminated include the following:

- **Resignation** - Voluntary employment termination initiated by an employee.
- **Termination** - Involuntary employment termination initiated by Canas Tennis Academy LLC. In most cases, Canas Tennis Academy LLC will use progressive disciplinary actions before dismissing an employee. However, certain actions warrant immediate termination.
- **Layoff** - Involuntary employment termination initiated by Canas Tennis Academy LLC for non-disciplinary reasons.
- **Retirement** - Voluntary employee termination upon eligibility for retirement.

Employees who intend to terminate employment with Canas Tennis Academy LLC, shall provide Canas Tennis Academy LLC with at least two weeks of written notice. Such notice is intended to allow the Company time to adjust to the employee's departure without placing undue burden on those employees who may be required to fill in before a replacement can be found.

Since employment with Canas Tennis Academy LLC is based on mutual consent, both the employee and Canas Tennis Academy LLC have the right to terminate employment at-will, with or without cause, at any time.

In the case of employee termination, the employee will receive their accrued pay in accordance with all federal, state and local laws.

Any employee who terminates employment with Canas Tennis Academy LLC shall return all files, records, keys, and any other materials that are the property of Canas Tennis Academy LLC.

Employee benefits will be affected by employment termination in the following manner:

- All accrued vested benefits that are due and payable at termination will be paid in accordance with applicable federal, state and local laws.

- Some benefits may be continued at the employee's expense, if the employee elects to do so, such as healthcare coverage.
- The employee will be notified of the benefits that may be continued and of the terms, conditions, and limitations of such continuation.

If you have any questions or concerns regarding this policy, direct them to the Director.

## **4. Working Conditions & Hours**

### **4.1 Emergency Closing**

At times, emergencies such as severe weather, fires, or power failures can disrupt company operations. In extreme cases, these circumstances may require the closing of a work facility. The decision to close or delay regular operations will be made by Canas Tennis Academy LLC management.

When a decision is made to close the office, employees will receive official notification from their supervisor.

### **4.2 Safety**

Canas Tennis Academy LLC is committed to providing a clean, safe, and healthful work environment for its employees. Maintaining a safe work environment, however, requires the continuous cooperation of all employees. Canas Tennis Academy LLC and all employees must comply with all occupational safety and health standards and regulations established by the Occupational Safety and Health Act and state and local regulations. In addition, all employees are expected to obey safety rules and exercise caution and common sense in all work activities.

Employees must immediately report any unsafe conditions to their supervisor. Employees who violate safety standards, cause hazardous or dangerous situations, or fail to report or, where appropriate, remedy such situations may be subject to disciplinary action, up to and including termination of employment.

In the case of an accident that results in injury, regardless of how seemingly insignificant the injury may appear, employees must notify their supervisor.

Questions regarding this policy should be directed to your supervisor or the Director.

### **4.3 Security**

The purpose of Canas Tennis Academy LLC's security policy is to protect

Company assets and to maintain a safe working environment for all employees.

#### **Facility Access:**

All regular Canas Tennis Academy LLC employees will be issued a key to gain access to Canas Tennis Academy LLC facilities. Employees who are issued keys are responsible for their safekeeping. All lost or stolen keys must be reported to your supervisor as soon as possible.

Upon separation from Canas Tennis Academy LLC, and at any other time upon Canas Tennis Academy LLC's request, all keys must be returned to your supervisor.

#### **Closing Procedures:**

The last employee, or a designated employee, who leaves the office at the end of the business day assumes the responsibility to ensure that: all doors are securely locked; the alarm system is armed; thermostats are set on appropriate evening and/or weekend setting; and all appliances and lights are turned off with the exception of the lights normally left on for security purposes.

Employees are not permitted on company property after hours without prior written authorization from the Director.

#### **4.4 Meal & Break Periods**

In accordance with state and local laws, non-exempt employees will be provided with meal and break periods. Break periods of less than 20 minutes will be paid. Break periods lasting longer than 20 minutes will be unpaid.

Non-exempt employees must be fully relieved of their job responsibilities and are not permitted to work during unpaid break and meal periods of more than 20 minutes. If for any reason a non-exempt employee does not take the applicable meal and rest period that they are provided, the employee must notify his or her supervisor immediately.

Canas Tennis Academy LLC will schedule meal and break periods in order to accommodate Company operating requirements.

#### **4.5 Break Time for Nursing Mothers**

Canas Tennis Academy LLC accommodates employees who wish to express breast milk during the workday by providing reasonable break times to do so. The Company will provide a designated room, other than a bathroom, that is shielded from view, free from intrusion from coworkers and the public and is in compliance with all other applicable laws for this purpose.

Employees who use regularly scheduled rest breaks to express breast milk will be paid for the break time. If the lactation break does not run concurrently with the employee's regularly scheduled compensated break, the lactation break time will be unpaid.

For questions related to this policy, please contact the Director.

## **5. Employee Benefits**

### **5.1 Paid Time Off (PTO)**

Paid Time Off (PTO) is an all-purpose time off policy for eligible employees to use for vacation, illness, injury, or personal business. PTO combines traditional vacation and sick leave plans into one flexible, inclusive policy. PTO is payable in the same manner as the regular salary and is subject to the same withholding elections.

Employees in the following employment classification(s) are eligible to earn and use PTO as described in this policy: Full-time employees only

Upon entering an eligible employment classification, employees will begin to earn PTO according to the following schedule:

After 1 year(s) of service employees are eligible for 10 PTO Days.

To the extent permitted by state and local laws, employees must use their earned time prior to December 31 of the calendar year; otherwise the time will be forfeited.

Paid time off is paid at your base pay rate at the time of the absence. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differential.

Employees with an unexpected need (i.e. sudden illness or emergency) to request PTO should notify their direct supervisor as early as possible. Employees must also contact their direct supervisor on each additional day of absence.

Work-related accidents and illness are covered by Workers' Compensation Insurance, pursuant to the requirements of the laws in the state(s) in which Canas Tennis Academy LLC operates. The PTO policy outlined above does not apply to those illnesses or injuries that are covered by an applicable Workers' Compensation policy.

### **5.2 Military Leave**

Canas Tennis Academy LLC proudly grants employees time off of work for service in the uniformed services in accordance with the Uniformed Services Employment



and Reemployment Rights Act (USERRA).

All employees requesting time off for military service must provide advance notice of military service to their immediate supervisor, unless military necessity prevents such notice or it is otherwise impossible or unreasonable. Continuation of health insurance benefits is available during military leave subject to the terms and conditions of the group health plan and applicable law.

Employees are eligible for re-employment for up to five (5) years from the date their military leave began. The period an individual has to make application for reemployment or report back to work after military service is based on time spent on military duty. For service of less than 31 days, the service member must return at the beginning of the next regularly scheduled work period on the first full day after release from service, taking into account safe travel home plus an eight-hour rest period. For service of more than 30 days but less than 181 days, the service member must submit an application for reemployment within 14 days of release from service. For service of more than 180 days, an application for reemployment must be submitted within 90 days of release from service.

Employees who qualify for re-employment will return to active employment at a pay level and status equal to that which they would have attained had they not entered military service. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service.

Questions regarding this policy should be directed to the Director.

### **5.3 Jury Duty**

Canas Tennis Academy LLC encourages employees to fulfill their civic responsibilities when called upon to serve as a juror. Employees must provide their immediate supervisor with a copy of their jury summons as soon as possible so that the supervisor may make arrangements to accommodate their absence.

Employees on jury duty must report to work on workdays, or parts of workdays, when they are not required to serve. Either Canas Tennis Academy LLC or the employee may request an excuse from jury duty if it is determined that the employee's absence would create serious operational difficulties.

Jury duty will be paid if required by applicable state law. If paid, jury duty pay will be

calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence.

#### **5.4 Workers' Compensation**

Employees who are injured on the job at Canas Tennis Academy LLC are eligible for Workers' Compensation benefits. Such benefits are provided at no cost to employees and cover any injury or illness sustained in the course of employment that requires medical treatment.

Employees who sustain work-related injuries or illnesses must notify their supervisor immediately so that Canas Tennis Academy LLC can notify the workers' compensation insurance carrier as soon as possible.

Lost time or medical expenses incurred as a result of an accident or injury which occurred while an employee was on the job will be compensated for in accordance with workers' compensation laws. This protection is paid for in full by Canas Tennis Academy LLC. No premium is charged for this coverage and no individual enrollment is required. Canas Tennis Academy LLC will provide medical care and a portion of lost wages through our insurance carrier.

All job-related accidents or illnesses must be reported to an employee's supervisor immediately upon occurrence. Supervisors will then immediately contact the Director to obtain the required claim forms and instructions.

#### **5.5 Civil Air Patrol Leave (Florida Employees)**

Members of the Civil Air Patrol with at least an emergency services qualification may be allowed up to 15 days of leave each year for training or a mission. To be eligible, the employee must have been employed by for at least a 90-day period immediately preceding the commencement of leave.

Employees requesting time off must notify their direct supervisor as soon as possible after learning the intended dates upon which such leave will begin and end. Employees must be prepared to provide Canas Tennis Academy LLC with certification to verify the employee's eligibility for the leave requested.

Upon expiration of the leave, an employee will generally be reinstated to his or her

position with seniority, benefits, pay and other terms and conditions of employment equal to that of which he or she would have attained had he or she not taken such leave.

Civil Air Patrol leave is unpaid; however, employees may elect to use accrued paid time off for this purpose.

Employees who are interested in any additional information about this leave should contact the Director.

### **5.6 Emergency Paid Sick Leave for COVID-19**

Under the federal Families First Coronavirus Response Act (FFCRA), employees may be entitled to emergency paid sick leave in certain situations related to the coronavirus disease of 2019 (COVID-19). The FFCRA took effect on April 1, 2020 and expires on December 31, 2020.

#### **Basic Leave Entitlement:**

Full-time employees are entitled to up to 80 hours of paid sick leave. Part-time employees are entitled to paid sick leave in the amount of the average number of hours they work over a two-week period.

#### **Use of Emergency Paid Sick Leave:**

Employees are entitled to use the leave when they are unable to work (or telework) because of the following reasons:

- The employee is subject to a federal, state, or local quarantine or isolation order related to COVID-19 or is caring for an individual who is subject to such an order.
- The employee has been advised by a healthcare provider to self-quarantine due to concerns related to COVID-19 or is caring for an individual who has been advised to self-quarantine.
- The employee is experiencing symptoms of COVID-19 and seeking a medical diagnosis.
- The employee is caring for a son or daughter if their school or place of care has been closed, or their childcare provider is unavailable, due to COVID-19 precautions.
- The employee is experiencing any other substantially similar condition

specified by the Secretary of Health and Human Services in consultation with the Secretary of the Treasury and the Secretary of Labor.

For leave to take care of an individual in quarantine, isolation, or self-quarantine, the individual must be an employee's immediate family member, a person who regularly resides in the employee's home, or someone with whom the employee cares for. An employee may take emergency paid sick leave under this provision if the individual depends on the employee to care for them and is either:

- Subject to a quarantine or isolation order (as defined); or
- Has been advised to self-quarantine by a health care provider because of a belief that the individual has, or may have, COVID-19, or is particularly vulnerable to COVID-19.

**Note:** Employees won't be required to use other paid leave provided by Canas Tennis Academy LLC before they use emergency paid sick leave available under the FFCRA. Additionally, employees won't be required to find a replacement to cover their hours during time off.

#### **Pay During Leave:**

During the sick leave provided by this policy, employees will generally be paid their regular rate of pay or the applicable minimum wage, whichever is higher, up to a maximum of \$511 per day (and a total of \$5,110). However, leave to care for an individual on quarantine/isolation/self-quarantine or a child whose school or daycare is closed or childcare provider unavailable will be compensated at 2/3 of the employee's regular rate of pay, up to a maximum of \$200 per day (and a total of \$2,000).

#### **Employee Documentation:**

Prior to taking emergency paid sick leave under the FFCRA, an employee must provide documentation containing the:

- Employee's name;
- Date(s) for which leave is requested
- Qualifying reason for the leave; and
- Oral or written statement that the employee is unable to work because of a qualified reason.

Additional documentation is required depending on the reason for the need for leave:

- For a quarantine or isolation order, the employee must also provide the name of the government entity that issued the order.
- If a healthcare provider advised self-isolation, the employee must also provide the name of the healthcare provider.
- To care for a son or daughter, an employee must also provide the name of the son or daughter; the name of the school, place of care, or child care provider that has closed or become unavailable; and a statement that no other suitable person will be caring for the son or daughter during the period for which the employee takes leave under the FFCRA.

Canas Tennis Academy LLC may also request an employee to provide additional material needed to support a request for tax credits pursuant to the FFCRA.

**Job Restoration:**

Upon expiration of the leave under this policy, employees will generally be reinstated to their position with equivalent seniority, benefits, pay and other terms and conditions of employment.

**Retaliation Prohibited:**

Canas Tennis Academy LLC will not take adverse action against an employee for exercising their rights under the law.

If you have questions about this policy, contact your supervisor or the Director.

**5.7 Public Health Emergency Leave/Expanded Family and Medical Leave**

Under the federal Families First Coronavirus Response Act (FFCRA), employees may be entitled to public health emergency leave (PHEL), also known as Expanded FMLA. The FFCRA took effect on April 1, 2020 and expires on December 31, 2020.

**Employee Eligibility:**

To be eligible for PHEL/Expanded FMLA, an employee must have worked for Canas Tennis Academy LLC for at least 30 calendar days prior to the leave.

**Use of PHEL:**

Eligible employees may use up to 12 weeks of job-protected leave to care for their

son or daughter under 18 years of age if their school or place of care has been closed, or their childcare provider is unavailable, due to a public health emergency.

**Documentation:**

Prior to taking PHEL/Expanded FMLA, an employee must provide documentation containing:

- The employee's name;
- Date(s) for which leave is requested;
- Qualifying reason for the leave;
- The name of the son or daughter;
- The name of the school, place of care, or child care provider that has closed or become unavailable; and
- A statement that the employee is unable to work because of a qualified reason and that no other suitable person will be caring for the son or daughter during the period for which the employee takes leave under the FFCRA.

Canas Tennis Academy LLC may also request an employee to provide additional material needed to support a request for tax credits pursuant to the FFCRA.

**Pay During Leave:**

The first two weeks of PHEL/Expanded FMLA may be unpaid, but the employee may elect to substitute any accrued paid leave, including emergency paid sick leave, during this period. Employees will be paid for PHEL/Expanded FMLA after the first two weeks, at a rate of at least two-thirds their regular rate of pay, up to a maximum of \$200 per day.

**Protection of Group Health Insurance Benefits:**

During leave under this policy, eligible employees are entitled to receive group health plan coverage under the same terms and conditions as if they had continued to work.

**Job Restoration:**

At the end of PHEL, employees are generally entitled to return to the same or equivalent position they had when the leave began. However, Canas Tennis Academy LLC may be exempt from this requirement if it has fewer than 25 employees and:

- The employee's position doesn't exist after PHEL due to economic conditions or other changes in operating conditions that affect employment and were caused by a public health emergency during the period of leave;
- Canas Tennis Academy LLC makes reasonable efforts to restore the employee to a position equivalent to the position the employee held before the leave; and
- Canas Tennis Academy LLC makes reasonable efforts to contact the employee if an equivalent position becomes available within the next year.

#### **Interaction with Federal FMLA Leave:**

Total leave under federal FMLA, including PHEL and for previously existing FMLA-qualifying situations, is generally limited to 12 weeks. For instance, if an employee uses 12 weeks of PHEL, they generally wouldn't be eligible for another 12 weeks of federal FMLA for the birth of a child (another FMLA-qualifying event) in the same 12-month period.

The federal FMLA has an exception to the 12-week limit in the case of leave to care for a covered servicemember with a serious injury or illness, which has a 26-week limit. In cases in which employees use this type of leave and PHEL, the employee would be limited to a total of 26 weeks of leave in a single 12-month period under federal law.

#### **Retaliation Prohibited**

Canas Tennis Academy LLC will not take adverse action against an employee for exercising their rights under the law.

If you have questions about this policy, contact your supervisor or the Director.

## 6. Employee Conduct

### 6.1 Standards of Conduct

Canas Tennis' rules and standards of conduct are essential to our productive work environment. All employees must familiarize themselves with company rules and standards; all employees will be held to them. Any employee who disregards or deviates from company rules or standards may be subject to disciplinary action, up to and including termination of employment.

While not intended to be an all inclusive list, the examples below represent behavior that is considered unacceptable in the workplace. Behaviors such as these, as well as other forms of misconduct, may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal/possession of property
- Falsification of timekeeping records
- Possession, distribution, sale, transfer, or use of alcohol or illicit drugs in the workplace
- Fighting or threatening violence in the workplace
- Gossiping or spreading rumors about co-workers
- Boisterous or disruptive activity in the workplace
- Negligence or improper conduct leading to damage of company-owned or customer-owned property
- Insubordination or other disrespectful conduct
- Violation of safety or health rules
- Smoking in the workplace
- Sexual or other unlawful or unwelcome harassment
- Excessive absenteeism or any absence without notice
- Unauthorized use of telephones, computers, or other company-owned equipment
- Unauthorized disclosure of any confidential information

Other forms of misconduct not listed above may also result in disciplinary action, up to and including termination of employment. If you have questions regarding Canas Tennis' standards of conduct, please direct them to your supervisor.



## **6.2 Disciplinary Action**

Disciplinary action at Canas Tennis Academy LLC is intended to fairly and impartially correct behavior and performance problems early on and to prevent reoccurrence.

Disciplinary action may involve any of the following: verbal warning, written warning, suspension with or without pay, and termination of employment, depending on the severity of the problem and the frequency of occurrence. Canas Tennis Academy LLC reserves the right to administer disciplinary action at its discretion and based upon the circumstances.

Canas Tennis Academy LLC recognizes that certain types of employee behavior are serious enough to justify termination of employment, without observing other disciplinary action first.

These violations include but are not limited to:

- Workplace violence
- Harassment
- Theft of any kind
- Insubordinate behavior
- Vandalism or destruction of company property
- Presence on company property during non-business hours
- Use of company equipment and/or company vehicles without prior authorization
- Indiscretion regarding personal work history, skills, or training
- Divulging Canas Tennis Academy LLC business practices or any other confidential information
- Any misrepresentation of Canas Tennis Academy LLC to a customer, a prospective customer, the general public, or an employee

## **6.3 Confidentiality**

Canas Tennis takes the protection of confidential business information and trade secrets very seriously. To protect such information, employees may not disclose any confidential or proprietary information about Canas Tennis to any unauthorized

individual.

### **Confidential Information**

"Confidential Information" includes, but is not limited to, computer processes, computer programs and codes, customer lists, customer preferences and personal information, company financial data, marketing strategies, proprietary production processes, research and development strategies, pricing information, business and marketing plans, vendor information, software, databases, and information concerning the creation, acquisition or disposition of products and services.

Confidential Information also includes any information considered to be the intellectual property of Canas Tennis. Intellectual property includes, but is not limited to, trade secrets, ideas, discoveries, writings, trademarks, and inventions developed through the course of your employment with Canas Tennis and as a direct result of your job responsibilities with Canas Tennis.

Wages and other conditions of employment are not considered to be Confidential Information. Employees are free to discuss these issues with co-workers or third parties for the purpose of improving work conditions.

### **Inadvertent Disclosure**

The unintentional disclosure of Confidential Information can be just as harmful as intentional disclosure. To avoid this, never discuss with any unauthorized person any Confidential Information you may have about the Canas Tennis. You should never discuss Confidential Information, even with authorized employees, if you are in the presence of others who are not authorized.

If you receive a request for Confidential Information, you should immediately refer the request to your supervisor. If you leave Canas Tennis, you may not disclose or misuse any Confidential Information.

The unauthorized disclosure of Confidential Information belonging to Canas Tennis may subject you to disciplinary action, up to and including termination of employment.

Questions regarding this policy should be directed to the Gustavo Oribe.

## **6.4 Personal Appearance**

The purpose of Canas Tennis Academy LLC's personal appearance policy is to ensure a safe and sanitary workplace for all employees. Canas Tennis Academy LLC strives to maintain a professional working environment that promotes efficiency, positive employee morale and promotes a professional image. During business hours or when representing Canas Tennis Academy LLC, employees are expected to use common sense and good judgment in order to meet the goals of this policy.

Generally, employees should wear appropriate clothing, observe high standards of personal hygiene, and dress and groom themselves according to the requirements of their positions. While not intended to be an all-inclusive list, the examples below are considered appropriate workplace attire:

Only company approved uniforms

If management designates "casual days," an employee's casual dress must still be clean, neat and project a professional image.

Generally, employees should maintain a clean and neat appearance and should refrain from wearing stained, wrinkled, frayed, or revealing clothing to the workplace. Employees are urged to use their discretion when determining what is appropriate to wear to work. Employees who wear inappropriate attire to work may be sent home to change their clothing.

Canas Tennis Academy LLC understands that in certain situations, the Company may need to make exceptions to this policy based on an employee's religion, disability, or other characteristic protected under federal, state or local law. In accordance with all applicable laws, the Company will make every effort to provide reasonable accommodation to the employee requesting accommodation unless doing so would cause an undue hardship on Canas Tennis Academy LLC.

Questions regarding appropriate workplace attire should be directed to your supervisor or the Director.

## **6.5 Workplace Violence**

Canas Tennis Academy LLC strictly prohibits workplace violence, including any act of intimidation, threat, harassment, physical violence, verbal abuse, aggression or coercion against a coworker, vendor, customer, or visitor.

Prohibited actions, include, but are not limited to the following examples:

- Physically injuring another person
- Threatening to injure another person
- Engaging in behavior that subjects another person to emotional distress
- Using obscene, abusive or threatening language or gestures
- Bringing an unauthorized firearm or other weapon onto company property
- Threatening to use or using a weapon while on company premises, on company-related business, or during job-related functions
- Intentionally damaging property

All threats or acts of violence should be reported immediately to your supervisor or security personnel. Employees should warn their supervisors or security personnel of any suspicious workplace activity that they observe or that appears problematic. Employee reports made pursuant to this policy will be kept confidential to the maximum extent possible. Canas Tennis Academy LLC will not tolerate any form of retaliation against any employee for making a report under this policy.

Canas Tennis Academy LLC will take prompt remedial action, up to and including immediate termination, against any employee found to have engaged in threatening behavior or acts of violence.

## **6.6 Drug & Alcohol Use**

Canas Tennis Academy LLC is committed to maintaining a workplace free of substance abuse. No employee is allowed to consume, possess, sell, purchase, or be under the influence of alcohol or illegal drugs, as defined by federal law, on any property owned by or leased on behalf of Canas Tennis Academy LLC, or in any vehicle owned or leased on behalf of Canas Tennis Academy LLC.

The use of over-the-counter drugs and legally prescribed drugs is permitted as long as they are used in the manner for which they were prescribed and provided that such use does not hinder an employee's ability to safely perform his or her job. Employees should inform their supervisor if they believe their medication will impair their job performance, safety or the safety of others, or if they believe they need a reasonable accommodation when using such medication.

Canas Tennis Academy LLC will not tolerate employees who report for duty while impaired by the use of alcohol or drugs. All employees should report evidence of

alcohol or drug abuse to their supervisor or the Director immediately. In cases in which the use of alcohol or drugs creates an imminent threat to the safety of persons or property, employees are required to report the violation. Failure to do so may result in disciplinary action, up to and including termination of employment.

As a part of our effort to maintain a workplace free of substance abuse, Canas Tennis Academy LLC employees may be asked to submit to a medical examination and/or clinical testing for the presence of alcohol and/or drugs. Within the limits of federal, state, and local laws, Canas Tennis Academy LLC reserves the right to examine and test for drugs and alcohol at our discretion.

As a condition of your employment with Canas Tennis Academy LLC, employees must comply with this Drug & Alcohol Use Policy. Be advised that no part of the Drug & Alcohol Use Policy shall be construed to alter or amend the at-will employment relationship between Canas Tennis Academy LLC and its employees.

Employees found in violation of this policy may be subject to disciplinary action, up to and including termination of employment.

## **6.7 Sexual & Other Unlawful Harassment**

Canas Tennis Academy LLC is committed to a work environment in which all individuals are treated with respect. Canas Tennis Academy LLC expressly prohibits discrimination and all forms of employee harassment based on race, color, religion, sex, national origin, age, disability, military or veteran status, or status in any group protected by state or local law.

Sexual harassment is a form of discrimination and is prohibited by law. For purposes of this policy sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment. Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment; (2) submission or rejection of the conduct is used as a basis for making employment decisions; or, (3) the conduct has the purpose or effect of

interfering with work performance or creating an intimidating, hostile, or offensive work environment.

Sexual and unlawful harassment may include a range of behaviors and may involve individuals of the same or different gender. These behaviors include, but are not limited to:

- Unwanted sexual advances or requests for sexual favors.
- Sexual or derogatory jokes, comments, or innuendo
- Unwelcomed physical interaction
- Insulting or obscene comments or gestures
- Offensive email, voicemail, or text messages
- Suggestive or sexually explicit posters, calendars, photographs, graffiti, or cartoons
- Making or threatening reprisals after a negative response to sexual advances
- Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons or posters
- Verbal sexual advances or propositions
- Physical conduct that includes touching, assaulting, or impeding or blocking movements
- Abusive or malicious conduct that a reasonable person would find hostile, offensive, and unrelated to the Company's legitimate business interests
- Any other visual, verbal, or physical conduct or behavior deemed inappropriate by the Company

Harassment on the basis of any other protected characteristic is also strictly prohibited.

#### **Complaint Procedure:**

Canas Tennis Academy LLC strongly encourages the reporting of all instances of discrimination, harassment, or retaliation. If you believe you have experienced or witnessed harassment or discrimination based on sex, race, national origin, disability, or another factor, promptly report the incident to your supervisor. If you believe it would be inappropriate to discuss the matter with your supervisor, you may bypass your supervisor and report it directly to:

Gustavo Oribe

19735 Tumberry Way, Aventura, FL 33180

3058166692

Any reported allegations of harassment or discrimination will be investigated promptly, thoroughly, and impartially.

Any employee found to be engaged in any form of sexual or other unlawful harassment may be subject to disciplinary action, up to and including termination of employment.

**Retaliation Prohibited:**

Canas Tennis Academy LLC expressly prohibits retaliation against any individual who reports discrimination or harassment, or assists in investigating such charges. Any form of retaliation is considered a direct violation of this policy and, like discrimination or harassment itself, will be subject to disciplinary action, up to and including termination of employment.

**6.8 Telephone Usage**

Canas Tennis Academy LLC telephones are intended for the sole use of conducting company business. Personal use of the Company's telephones and individually owned cell phones during business hours is prohibited except in emergencies. In addition, long distance phone calls which are not strictly business-related are expressly prohibited.

Any employee found in violation of this policy will be subject to disciplinary action, up to and including termination of employment.

**6.9 Personal Property**

Employees should use their discretion when bringing personal property into the workplace. Canas Tennis Academy LLC assumes no risk for any loss or damage to personal property.

Additionally, employees may not possess or display any property that may be viewed as inappropriate or offensive on Canas Tennis Academy LLC premises.

## **6.10 Use of Company Property**

Company property refers to anything owned by the company: physical, electronic, intellectual, or otherwise. The use of company property is for business necessity only.

When materials or equipment are assigned to an employee for business, it is the employee's responsibility to see that the equipment is used properly and cared for properly. However, at all times, equipment assigned to the employee remains the property of the Company, and is subject to reassignment and/or use by the Company without prior notice or approval of the employee. This includes, but is not limited to, computer equipment and data stored thereon, voicemail, records, and employee files.

Canas Tennis Academy LLC has created specific guidelines regarding the use of company equipment. Below is a list of employee responsibilities and limitations with regards to company property.

### **Personal use of company property:**

Company property is not permitted to be taken from the premises without proper written authority from company management.

### **Company Tools:**

All necessary tools are furnished to employees in order to assist them in their required duties. Each employee is, in turn, responsible for these tools. Tools damaged or stolen as a result of an employee's negligence will, to the extent permitted by federal, state and local law, be charged to the employee.

### **Care of Company Property:**

Office areas should be kept neat and orderly and all equipment should be well-maintained. The theft, misappropriation, or unauthorized removal, possession, or use of company property or equipment is expressly prohibited.

Any action in contradiction to the guidelines set herein may result in disciplinary action, up to and including termination of employment.



## **6.11 Smoking**

Canas Tennis Academy LLC provides a smoke-free environment for its employees, customers, and visitors. Smoking is prohibited throughout the workplace. We have adopted this policy because we have a sincere interest in the health of our employees and in maintaining pleasant working conditions.

## **6.12 Computer, Email & Internet Usage**

Canas Tennis' computer systems allow us to be more productive, but can cause problems if used improperly. It is extremely important that all employees use good business judgment when using the computer systems.

Computer hardware, software, electronic mail, Internet connections, and all other computer or electronic communication or data storage systems used by Canas Tennis are the property of Canas Tennis. Employees have no right of personal privacy in their use of Canas Tennis' computer and electronic communication systems.

To ensure compliance with this policy and all applicable laws, computer, email and Internet usage may be monitored, including but not limited to, reviewing documents created and stored on Canas Tennis' computer and electronic communication systems, monitoring sites visited by employees on the Internet, reviewing materials downloaded or uploaded by employees from or to the Internet, and reviewing emails sent and received by employees.

Canas Tennis strives to maintain a workplace free of harassment and is sensitive to the diversity of its employees. Therefore, Canas Tennis prohibits the use of computers and the email system for bullying, harassing, discriminating, or other unlawful misconduct.

Canas Tennis purchases and licenses the use of various computer software for business purposes and does not own the copyright to this software or its related documentation. Unless authorized by the software developer, Canas Tennis does not have the right to reproduce such software for use on more than one computer. Employees may only use software according to the software license agreement.

Canas Tennis prohibits the illegal duplication of software and its related documentation.

The unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet is expressly prohibited. As a general rule, if an employee did not create material, does not own the rights to it, or has not gotten authorization for its use, it should not be put on the Internet. Employees are also responsible for ensuring that the person sending any material over the Internet has the appropriate distribution rights.

Abuse of this policy may result in disciplinary action, up to and including termination of employment. The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

- Sending or posting discriminatory, harassing, or threatening messages or images
- Stealing, using, or disclosing someone else's code or password without authorization
- Copying, pirating, or downloading software and electronic files without permission
- Sending or posting confidential material, trade secrets, or proprietary information outside of the organization. Wages and other conditions of employment are not considered to be confidential material.
- Violating copyright law
- Failing to observe licensing agreements
- Engaging in unauthorized transactions that may incur a cost to the organization or initiate unwanted Internet services and transmissions
- Participating in the viewing or exchange of pornography or obscene materials
- Sending or posting messages that defame or slander other individuals
- Attempting to break into the computer system of another organization or person
- Refusing to cooperate with a security investigation
- Using the Internet for gambling or any illegal activities
- Sending or posting messages that disparage another organization's products or services
- Passing off personal views as representing those of Canas Tennis

This policy is not intended to restrict employees' rights to act together to improve

wages and other conditions of employment.

Employees should notify their immediate supervisor or any member of management upon learning of violations of this policy.

### **6.13 Company Supplies**

Only authorized persons may purchase supplies in the name of Canas Tennis Academy LLC. No employee whose regular duties do not include purchasing shall incur any expense on behalf of Canas Tennis Academy LLC or bind Canas Tennis Academy LLC by any promise or representation without express written approval.

### **6.14 Visitors in the Workplace**

To ensure the safety and security of Canas Tennis Academy LLC and its employees, only authorized visitors are permitted on Company premises and in Company facilities.

All visitors must enter through the main reception area and sign in and out at the front desk. All visitors are also required to wear a "visitor" badge while on Canas Tennis Academy LLC premises. Authorized visitors will be escorted to their destination and must be accompanied by a representative of the Company at all times.

## **7. Timekeeping & Payroll**

### **7.1 Attendance & Punctuality**

Absenteeism and tardiness place an undue burden on other employees and on Canas Tennis. Canas Tennis expects regular attendance and punctuality from all employees. This means being in the workplace, ready to work, at your scheduled start time each day and completing your entire shift. Employees are also expected to return from scheduled meal and break periods on time.

All time off must be requested in writing, in advance, as outlined in the Canas Tennis' Paid Time Off (PTO) policy. If an employee is unexpectedly unable to report for work for any reason, he or she must directly notify their supervisor as early as possible, but always prior to their scheduled starting time. It is not acceptable to leave a voicemail message with a supervisor, except in extreme emergencies. In cases that warrant leaving a voicemail message or when an employee's direct supervisor is unavailable, a follow-up call must be made later that day.

If an illness or emergency occurs during work hours, employees should notify their supervisor as soon as possible.

Employees who are going to be absent for more than one day should contact their supervisor each day of their absence. Canas Tennis reserves the right, to the extent allowed by law, to ask for a physician's statement in the event of a long-term illness (three consecutive days), or multiple illnesses or injuries.

If an employee fails to notify their supervisor after three consecutive days of absence, Canas Tennis will presume that the employee has voluntarily resigned.

Canas Tennis will review any extenuating circumstances presented by the employee that may have prevented him or her from calling in before the employee is removed from payroll.

Canas Tennis considers consistent attendance and punctuality to be the foundation for excellent performance. Should undue or recurrent absence and tardiness become apparent, the employee will be subject to disciplinary action, up to and including termination of employment.

### **7.2 Timekeeping**

It is the Company's policy to comply with applicable laws that require records to be maintained of the hours worked by our employees. Every employee is responsible for accurately recording time worked.

In addition to recording arrival and departure time, non-exempt employees are required to accurately record the start and end of each meal period as well as any departure for non-work related reasons.

Canas Tennis Academy LLC strictly prohibits non-exempt employees from working off the clock for any reason. All time spent working must be logged and accounted for; this includes time spent using electronic devices for work-related purposes.

Vacation days, sick days, holidays, and absences for jury duty, funeral leave or military training must be specifically recorded by all employees.

It is the responsibility of all employees to submit and approve their time records each week.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action up to and including termination of employment.

### **7.3 Paydays**

Canas Tennis Academy LLC employees are paid on a Bi-weekly basis. In the event that a regularly scheduled payday falls on a holiday, employees will be paid on the day preceding the holiday, unless otherwise required by state law.

Paychecks will not, under any circumstances, be given to any person other than the employee without written authorization. Paychecks may also be mailed to the employee's listed address or, upon advance written authorization, deposited directly into an employee's bank account. Employees who elect payment through direct deposit will receive an itemized statement of wages when the Company makes direct deposits.

In the event of employee termination, the employee will receive their accrued pay in accordance with applicable federal, state and local laws.

## **7.4 Payroll Deductions**

Canas Tennis Academy LLC makes deductions from employee pay only in circumstances permitted by applicable law. This includes, but is not limited to, mandatory deductions for income tax withholding and Social Security and Medicare contributions as well as voluntary deductions for health insurance premiums and other related contributions.

If you believe that an improper deduction has been made from your pay, raise the issue with the Director immediately. Canas Tennis Academy LLC will promptly investigate. If the investigation reveals that you were subjected to an improper deduction from pay, you will be reimbursed promptly.

## Memorandum



**To:** Procurement Contracting Division  
Internal Services Department

**From:** Monica Rizo Perez /s/ *Monica Rizo Perez*  
Assistant County Attorney

**Re:** Request for Responsiveness Determination  
RFP-01032 Tamiami, Tropical, and Ives Estates Tennis Center Operations

**Date:** November 22, 2019

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Your office has asked the County Attorneys' Office for a legal opinion as to whether the proposals submitted by Rick Simeon ("Simeon"), Smart Concept- Strength Tennis Academy ("Smart Concept"), USTA Florida ("USTA"), Barbosa Tennis, Inc. ("Barbosa"), Eurograss, Inc. ("Eurograss"), and David Ensignia Tennis Academy, Inc. ("DETA") are responsive to the solicitation for Tamiami, Tropical and Ives Estates Tennis Center Operations ("Solicitation"). Your office has further indicated that the value of the Solicitation is over \$1 million. Accordingly, this formal opinion is provided and it supersedes and replaces the prior opinion issued June 12, 2019.

I have reviewed the Solicitation, addenda issued, the proposals submitted by Simeon, Smart Concept, USTA, Barbosa, Eurograss and DETA and the correspondence between BidSync and staff from Miami-Dade County (the "County"). For the reasons set forth below, I conclude that the proposals submitted by Smart Concept, USTA, and Eurograss are not responsive to the Solicitation and may not be considered by the County and the proposal submitted by Barbosa is responsive and may be considered for evaluation. While the proposal submitted by DETA is responsive to the Solicitation, it appears that DETA may have made a mistake in its pricing and it is within your discretion to determine whether DETA may withdraw its proposal.

### THE SOLICITATION

The Solicitation sought proposals for Tennis Center operations and tennis instruction at the following three County-owned tennis centers: Tropical Park, Tamiami Park, and Ives Estates Park. Section 3.1 of the Solicitation required that proposers were to "complete and return the entire Proposal Submission Package" and to "fully complete[] and sign[] documents and information] as required" by the Solicitation. Among the forms that proposers were specifically required to complete and submit was the Proposal Submittal Form- wherein each proposer provides all of their relevant contact information and signs the form affirming that the proposal is "a good faith commitment by the Proposer to negotiate a contract with the County in substantially similar terms to the proposal offered and, if successful in the process set forth in this Solicitation and subject to its conditions, to enter into a contract substantially in the terms herein." See Solicitation at 43. Additionally, proposers were required to submit the Revenue

Proposal Schedule wherein the proposers were to indicate for each year during the 10 year term the guaranteed monthly fee for each of the three parks that would be paid to the County. *Id.* at 52-53.

Responses to the Solicitation were to be submitted, by 6:00 p.m. on February 20, 1019, through the County's electronic bid submission software system. Specifically, the Solicitation explains the following:

**Electronic proposal responses to this RFQ are to be submitted through a secure mailbox at BidSync until the date and time as indicated in this document.** *It is the sole responsibility of the Proposer to ensure its proposal reaches BidSync before the Solicitation closing date and time.* There is no cost to the Proposer to submit a proposal in response to a Miami-Dade County solicitation via BidSync. Electronic proposal submissions may require the uploading of electronic attachments. The submission of attachments containing embedded documents or proprietary file extensions is prohibited. All documents should be attached as separate files. *All proposals received and time stamped through the County's third party partner, BidSync, prior to the proposal submittal deadline shall be accepted as timely submitted.* The circumstances surrounding all proposals received and time stamped after the proposal submittal deadline will be evaluated by the procuring department in consultation with the County Attorney's Office to determine whether the proposal will be accepted as timely. Proposals will be opened promptly at the time and date specified. *The responsibility for submitting a proposal on or before the stated time and date is solely and strictly the responsibility of the Proposer. The County will in no way be responsible for delays caused by technical difficulty or caused by any other occurrence.* All expenses involved with the preparation and submission of proposals to the County, or any work performed in connection therewith, shall be borne by the Proposer(s).

*See Solicitation at 4. (italicized emphasis supplied).*

Section 1.3 of the Solicitation clearly advised proposers that it was within the County's "sole and absolute discretion" to accept or reject any or all parts of any responses, to waive any irregularities in the proposals, and to deem proposals that took exceptions to the requirements of the Solicitation non-responsive. Further, proposers were advised that "no exception shall be allowed that, in the County's sole discretion, constitutes a material deviation from the requirements of the Solicitation." *See Solicitation at §1.3; see also Solicitation at §4.1 ("Each proposal will be reviewed to determine if the proposal is responsive to the submission requirements. . . . A responsive proposal is one which follows the requirements of this Solicitation, includes all documentation, is submitted in the format outlined in this Solicitation, is of timely submission, and has the appropriate signatures as required on each document. Failure to comply with these requirements may result in the proposal being deemed non-responsive.")*

## ANALYSIS

The purpose of competitive bidding is, among other things, "to secure fair competition upon equal terms to all bidders . . . and to afford an equal advantage to all desiring to do business with the county, by affording an opportunity for an exact comparison of bids." *Harry Pepper & Ass., Inc. v. City of Cape Coral*, 352 So. 2d 1190, 1192-1193 (Fla. 2d DCA 1977). However, a government may not accept as responsive a bid or proposal that contains a material variance



from the solicitation's specifications and requirements. *Glatstein v. City of Miami*, 399 So.2d 1005 (Fla. 3d DCA 1981), *rev. denied*, 407 So.2d 1102 (Fla.1981) (relying on *Wester v. Belote*, 138 So. 721, 723-24 (Fla. 1931) for the proposition that solicitations must include "reasonably definite plans or specifications as a basis on which bids may be received"). Courts look to the presence of two factors to determine whether a variance is substantial, and hence not waivable, "first, whether the effect of a waiver would be to deprive the [government] of its assurance that the contract will be entered into, performed and guaranteed according to its specified requirements, and second, whether it is of such a nature that its waiver would adversely affect competitive bidding by placing a bidder in a position of advantage over other bidders or by otherwise undermining the necessary common standard of competition." *Robinson Elec. Co. v. Dade Cty.*, 417 So. 2d 1032, 1034 (Fla. 3d DCA 1982).

Following this test and well-established precedent, Miami-Dade County has adopted policy defining "Responsiveness" as matters that:

Deal[] with a bidder or proposer's unequivocal promise, as shown on the face of the response to the solicitation, to provide the items or services called for by the material terms of the solicitation.... Examples of issues involving responsiveness include whether a bid or proposal was signed, whether a bid or proposal bond was posted, and *whether a bidder or proposer qualified a response by stating that it would provide something less than what was called for. Responsiveness issues are generally not curable after bid or proposal submission as the bidder or proposer could opt in or out of the process at its will, depriving the County of a valid offer and placing that bidder or proposer at a material advantage over other responders who have made firm offers.*

See Implementing Order 2-13 (emphasis added). Similarly, Florida has defined a "responsive bid" to mean, "[A] bid, or proposal, or reply submitted by a responsive and responsible vendor which conforms in all material respects to the solicitation." See Section 287.012(26), Florida Statutes.

### **Simeon's Proposal**

Simeon failed to submit the Proposer Information Section listing essential and required information as to the identity and past experience of its key personnel and subcontractors, its past work for the County and past comparable contracts, its approach to providing the services sought, and other information pertinent to contractor responsibility. Simeon also failed to submit its Revenue Proposal Schedule.

Simeon's failure to submit both the Proposer Information Section and the Revenue Proposal Schedule render its proposal non-responsive. The questions and information sought in the Proposer Information Section correspond to the evaluation criteria in the Solicitation. Simeon's failure to submit the required information makes it impossible for the County to evaluate the tennis services that Simeon proposes to provide or the means and methods by which it proposes to provide such services. Thus, Simeon's proposal was insufficient to provide the County with the assurance that "the proposal will result in a contract that can be performed in accordance with the requirements of the Solicitation." *Glatstein*, 399 So. 2d at 1007-1008.

### **Smart Concept's Proposal**

Smart Concept failed to submit its proposal through BidSync. Instead, it submitted documents via email at 6:27 p.m. to the County's procurement staff. The BidSync Bidder Response Activity Log for Smart Concept shows that Smart Concept did not download the Form 1 for the Revenue Schedule until 5:26 p.m. on the day that the proposals were due and staff from BidSync confirmed for the County, via e-mail, that there is nothing to indicate that there was a "site error" but that instead it appears that Smart Concept did not "give[] himself enough time to finish the bid."

It is the policy of the County to procure goods and service through electronic means. Section 2-8.1(j)(2) of the Code of Miami-Dade County, Florida authorizes the County Mayor to:

Pursue electronic commerce and on-line procurement of goods and services through the use of electronic means including the use of electronic signatures. Procurement by electronic means includes, but is not limited to, the advertising and receipt of competitive sealed bids, competitive sealed proposals and informal quotations, reverse auctions, vendor registration, and any other current or future procurement method or process.

In furtherance of this policy, the County purchased, and over the past several years consistently utilized, an electronic bid management system, BidSync, for the issuance of competitive solicitations and as the exclusive means to receive responses thereto. The Solicitation was issued through BidSync and responses were required to be submitted through BidSync.

It is well within the County's discretion to enforce its policy that only timely bids and proposals submitted through BidSync will be accepted and considered. *See Liberty Cnty. v. Baxter's Asphalt & Concrete, Inc.*, 421 So. 2d 505 (Fla. 1982) (A government has "wide discretion in soliciting and accepting bids . . . and its decision, when based on an honest exercise of this discretion, will not be overturned" absent illegality, fraud, oppression or misconduct). Indeed, this is consistent with precedent from the federal government, which also relies heavily on electronic bid submittals. *See e.g. Johnson Controls Gov't Sys., LLC v. United States*, 125 Fed. Cl. 289, 291-292 (Fed. Cl. 2016) (Upholding the government's decision to reject proposer's submittal as untimely where proposer was not able to transmit its proposal by the proposal due date and time through the government's electronic bidding system; "it remains Plaintiff's responsibility to understand the proposal submission requirements, including educating itself on the use of the electronic filing system specified in the Solicitation.") The Comptroller General has repeatedly held that electronic submittal requirements are reasonable and should be enforced, upholding the government agency's determination that electronic submittals promote efficiency and economy and finding non-responsive bids that were untimely submitted via the electronic process or outside of it. *See Matter of: W. Star Hosp. Auth., Inc.*, B-414216.2 (Comp. Gen.), 2017 WL 2212178, \*3 (Comp. Gen. May 18, 2017) (where a proposal was timely sent, but not timely received by the agency due to electronic transmission delays, the bidder bears the responsibility "to ensure that an electronically submitted proposal is received by- not just submitted to- the appropriate agency email address prior to the time set for closing"); *Matter of: Washingtonian Coach Corp.*, B-413809 (Comp. Gen.), 2016 WL 7448759 (Comp. Gen. Dec. 28, 2016) (Upholding government's rejection of proposal that was timely sent via electronic means by proposer but not timely received by the government because it exceeded the size limits allowed by the government for electronic transmissions; "It is an offerer's responsibility to deliver its proposal to the proper place at the proper time. . . . While the rule may seem harsh, it alleviates

confusions, ensures equal treatment of all offerors, and prevents one offeror from obtaining a competitive advantage that may accrue where an offeror is permitted to submit a proposal later than the deadline set for all competitors.”); *see also Matter of Lakeshore Eng’g Servs.*, B-401434 (Comp. Gen.), 2009 WL 2231646, \*3 (Comp. Gen. July 24, 2009) (where portions of a proposal were timely received, but other portions were not timely received (even though timely sent) as a result of technical issues with the transmission, the late portions of the proposal may not be considered, because “[i]t is an offeror’s responsibility to deliver its proposal to the proper place at the proper time”).

The Solicitation clearly advised proposers not once, but twice, that it was “the sole responsibility” of proposers to ensure that their proposal is sent through BidSync before the Solicitation due date and time, irrespective of technical difficulties or any other occurrence. *See* Solicitation at 4. In addition, BidSync advised County staff that on the Solicitation due date there was no evidence that there were any malfunctions with its system; rather, Smart Concept did not give itself enough time to upload and submit its proposal to the County. Accordingly, Smart Concept’s untimely proposal and failure to submit its proposal through BidSync as required by the Solicitation renders its proposal non-responsive.

### **USTA’s Proposal**

USTA’s proposal had deviations and took numerous exceptions to the requirements of the Solicitation. First, while the Solicitation stated that the County sought to award a contract for a 10-year term (Solicitation at 5, 21), USTA took exception to this requirement and offered to contract for a 5 year initial term with an option to renew for another 5 year term (USTA Proposal at 27). USTA did not indicate, as between the County and USTA, which party had the right to exercise the option.

Second, USTA did not agree to perform all of the services required by the Solicitation from the date of contract award; rather, USTA proposed to take over all three tennis center facilities on a staggered schedule spanning a four-month period. *See* USTA Proposal at 27. Third, while Section 2.8.9 of the Solicitation expressly required that the selected proposer “employ a qualified, full-time, on-site manager having experience in the management of this type of operation, who shall be available during normal business hours and be delegated sufficient authority to ensure the competent performance and fulfillment of the responsibility of the selected proposer under this contract” for each of the tennis centers, USTA rejected this requirement for Ives Estates Park. USTA instead offered to have Ives Estates tennis center managed by a “part-time attendant and/or Manager/Pro at hours to be determined based on the best opportunities to do business and offer programming/lessons.” USTA Proposal at 27.

Fourth and lastly, the Solicitation required the selected proposer to “[p]rovide all labor and materials to repair and maintain the day-to-day operations of the [tennis] Facilities, including but not limited to, net, wind screen, and tennis pro shop and building light bulb and ballast replacements, etc.” (Solicitation at §2.6.18) and to:

[B]e responsible for the daily upkeep of the Tennis Centers and applicable equipment and Facilities. . . . [and] repair and maintain the Tennis Centers to include at a minimum:

2.8.3.1 Repair and replacement of nets, wind screens, furniture and any other equipment and fixtures located within the Tennis Centers.

2.8.3.2. Pressure cleaning of tennis courts at least once every eight (8) months.

2.8.3.3. Installation and/or upkeep of existing windscreens.

(Solicitation at §2.8.3). The County was to be responsible for “tennis court lighting fixtures and lightbulb replacement/installation” and for one “court resurfacing and/or painting at least every five (5) Years.” See Solicitation at §§2.7.10 and 2.7.11. USTA proposed capital improvements and renovations to Ives Estates tennis center to be undertaken and paid for by the County that were not contemplated by the Solicitation including removal of existing paddle courts, and building renovations. See USTA Proposal at 27.

USTA’s proposal contained several material variances to the Solicitation that are thus non-waivable and which renders its proposal not responsive to the Solicitation. As a threshold matter, USTA is unwilling to commit to provide tennis services to the County for the length of time which the County is seeking to select a contractor; the County seeks to select a contractor to provide tennis instruction and other professional services at three tennis centers for a 10-year term and USTA only offered to contract for a five-year term with one, five-year option to renew without specifying whether the option is exercisable by the County or USTA. Thus, USTA could decide after 5 years that the three tennis centers are not as profitable to USTA as it anticipated and that it no longer desires to provide the services nor make payments to the County. This not only deprives the County of the assurance that the tennis center agreements will be entered into and the services performed in accordance with the Solicitation’s specifications- for 10 years, but also provides the USTA with a competitive advantage over the other proposers who have agreed to be bound to the County for a 10-year term and to make the corresponding payments to the County for each month during such term. See *Harry Pepper & Assoc., Inc. v. City of Cape Coral*, 352 So. 2d 1190, 1193 (Fla. 2d DCA 1977) (“The test for measuring whether a deviation in a bid is sufficiently material to destroy its competitive character is whether the variation affects the amount of the bid by giving the bidder an advantage or benefit not enjoyed by the other bidders.”)

Similarly, USTA’s proposal that it have a part-time attendant present at Ives Estates tennis center during some unspecified number of reduced hours is contrary to the obligation set forth in the Solicitation whereby a full-time manger was to be employed and on-site during all regular business hours at each of the tennis centers. This exception not only deprives the County of the assurance that the Ives Estates tennis center will be staffed in accordance with the requirements of the Solicitation, but it provides the USTA with a competitive advantage over the other proposers. While the other proposers were required to factor in and price the required full-time, on-site tennis center manager for Ives Estates tennis center in devising and proposing the minimum monthly payments to the County included in their Revenue Proposals, USTA enjoyed the benefit of devising minimum monthly payments with significantly reduced expenses as it only was proposing to hire 2 instead of the 3 required full-time managers.

It is not necessary to analyze in depth the balance of USTA’s exceptions; USTA’s failure to agree to contract for 10 years with the County and to provide the County with the 3 full-time tennis center managers that it sought in the Solicitation rendered its proposal non-responsive.

### **Barbosa’s Proposal**

In question number 28 of the Proposal Submittal Form, the County asked whether Proposer “has taken any exception to the terms of this Solicitation [and] [i]f so, indicate what

alternative is being offered and the cost implications to the exception.” Barbosa listed several sections under the question, several of which were not properly classified as “exceptions” to the Solicitation because, among other reasons, the Solicitation did not specifically address the matter or have a specific requirement or prohibition relating to same.

For example, the Solicitation requires the selected proposer to maintain two restrooms at each of the three parks’ tennis centers. *See* Solicitation at §§2.2, 2.3 and 2.4. Barbosa acknowledged that these bathrooms are currently open to the public and currently serviced by the County’s janitorial staff; Barbosa proposed that either the County continue to maintain these bathrooms **or** that Barbosa maintain bathrooms but limit their use to patrons of the respective tennis centers and only open during tennis center operating hours. *See* Barbosa Proposal at 313-314. Upon close review of the Solicitation and Barbosa’s proposal, it is evident that while Barbosa acknowledged the fact that currently the bathrooms are open to all members of the public, the Solicitation did not require that the bathrooms be kept open to the general public- it was silent on that matter- and therefore Barbosa’s proposal to maintain the bathrooms but limit the patronage to tennis customers was not a variance or exception to the terms of the Solicitation.

Likewise, Barbosa’s response to the requirement in Section 2.6.8 of the Solicitation that the selected proposer “[e]stablish, manage and promote a Junior Tennis Team at the Tennis Center,” it too is responsive to the Solicitation and should be evaluated and scored to determine how well it satisfies the County’s objectives. While Barbosa proposed that this requirement be eliminated, (*see* Barbosa Proposal at 313), Barbosa also stated that it “already satisfies all of the “[Junior Team Tennis] program objectives (2.6.8.1-2.6.8.9) in other ways, specifically through the JV Tennis Program and their events hosted on the Universal Tennis platform.” Barbosa’s justification for eliminating the requirement was that it stated that it was a “conflict of interest to promote the programs of a competing Proposer.”

While it is true that USTA Florida- a competing proposer- runs a program for youth players called “Junior Team Tennis” participation in this program is *not* what the Solicitation sought. Indeed, the Solicitation used the term “Junior **Tennis Team**” (emphasis added) which, in accordance with the commonly understood meaning of a “tennis team”, is “a tennis tournament which consist of matches between different groups of players each competing to win the tournament for their team.” *See* [https://en.wikipedia.org/wiki/Team\\_tennis](https://en.wikipedia.org/wiki/Team_tennis). Since Barbosa stated that it currently runs and will run a youth tennis program with associated events that complies with all of the requirements in Section 2.6.8.1-2.6.8.9 of the Solicitation, then it is responsive to the Solicitation and may be evaluated and considered for award under the Solicitation.

### **Eurograss’s Proposal**

The Solicitation requires that the “selected Proposer shall operate and maintain . . . twelve (12) lighted tennis courts and eight (8) lighted racquetball courts” at Tropical Park, “eight (8) lighted tennis courts” at Ives Estates Park, and “six (6) lighted standard tennis courts, four (4) lighted youth tennis courts[, and] four (4) lighted mini tennis courts” at Tamiami Park. *See* Solicitation at §§2.2-2.4. Eurograss did not offer to maintain or to provide tennis instruction and related services at all of these identified existing courts; Eurograss instead offered to: (a) convert and operate 3 of the 12 tennis courts at Tropical Park into 3 paddle courts and 4 pickle ball courts; (b) convert and operate 3 of the 8 tennis courts at Ives Estates Park into 3 paddle courts and 4 pickle ball courts; and (c) eliminate the 4 lighted mini tennis courts and convert them into 3 paddle courts and 2 pickle ball courts. *See* Eurograss Proposal at 509.

Eurograss's proposal offers to provide services- in terms of construction and instruction- not sought by the County. The County seeks maintenance and upkeep of its tennis facilities and associated restrooms and tennis instructions. Eurograss's proposal is not responsive to the Solicitation. *See Harry Pepper & Assocs.*, 352 So. 2d at 1193.

### **DETA's Proposal**

DETA completed and submitted a Revenue Proposal Schedule which sought the guaranteed monthly rent to be paid each month during each year of the 10-year term for each tennis center facility. However, DETA's 10-year Financial Project Forecast lists each of the exact same figures included as monthly rent in its Revenue Proposal Schedule as annual "county club lease" payments. Accordingly, your office suggests that the figures included in DETA's Revenue Proposal Schedule are a mistake and are actually 1/12 of the amount stated. Your office has not identified any other deficiencies in DETA's proposal.

DETA completed a Revenue Proposal Schedule. Accordingly, DETA is responsive to the Solicitation. To the extent that the figures in DETA's Revenue Proposal Schedule conflict with its 10-year Financial Project Forecast or appear excessive, those are issues of bidder responsibility as to whether DETA can actually perform the services and make payment to the County in accordance with its proposal. To the extent that your office believes that DETA's Revenue Proposal Schedule contained a mistake, DETA may be permitted to withdraw its proposal, following a request from DETA to do so, if your office determines that: (1) DETA acted in good faith in submitting its proposal; (2) the proposal contained "an error of such magnitude that enforcement of the bid would work severe hardship upon [DETA];" and (3) the error was not a result of gross negligence or willful inattention. *See Dep't of Transp. v. Ronlee, Inc.*, 518 So. 2d 1326, 1327 (Fla. 3d DCA 1987).



**MEMORANDUM**  
(Revised)

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

**DATE:** December 1, 2021

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

**SUBJECT:** Agenda Item No. 8(F)(7)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 8(F)(7)  
12-1-21

RESOLUTION NO. \_\_\_\_\_ R-1158-21

RESOLUTION APPROVING AWARD OF CONTRACT NO. RFP-01032 TO CAÑAS TENNIS ACADEMY, LLC FOR THE PROVISION OF TENNIS CENTER MANAGEMENT, OPERATIONS AND MAINTENANCE AT TAMIAMI, TROPICAL AND IVES ESTATES PARKS FOR A 10-YEAR TERM FOR THE MIAMI-DADE PARKS, RECREATION AND OPEN SPACES DEPARTMENT, WITH PROJECTED REVENUE IN THE AMOUNT OF \$1,508,040.00 TO THE COUNTY; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE SAME FOR AND ON BEHALF OF MIAMI-DADE COUNTY AND TO EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION OR EXTENSION PROVISIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38

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

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board approves award of Contract No. RFP-01032 to Cañas Tennis Academy, LLC for the provision of Tennis Center management, operations and maintenance at Tamiami, Tropical and Ives Estates parks for a 10-year term for the Miami-Dade Parks, Recreation and Open Spaces Department, in substantially the form attached as Attachment 1 to the accompanying memorandum, with a projected revenue in the amount of \$1,508,040.00 to the County; and authorizes the County Mayor or County Mayor's designee to execute same for and on behalf of Miami-Dade County and to exercise all provisions of the contract, including any cancellation or extension provisions, pursuant to 2-8.1 of the Code of Miami-Dade County and Implementing Order 3-38.



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

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

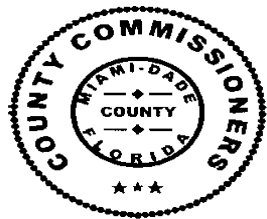
The Chairperson thereupon declared this resolution duly passed and adopted this 1<sup>st</sup> day of December, 2021. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

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

HARVEY RUVIN, CLERK

**Melissa Adames**

By: \_\_\_\_\_  
Deputy Clerk



Approved by County Attorney as  
to form and legal sufficiency.

*MRP*

Monica Rizo Perez