READYCOMMUNITIES

PARTNERSHIP

MILITARY BASE AND PORT COMMUNITY RESILIENCY INITIATIVE

The Miami-Dade Model:
Identifying Crisis Response Officers of the Local Critical Infrastructure
and Their Vulnerable and Special Needs Dependents

Symposium Summary: Stakeholder Best Practices and Recommendations

June 11, 2013
Miami-Dade Fire Rescue Headquarters and Training Facility
Doral, Florida

First Edition

READYCOMMUNITIES PARTNERSHIP

June 11, 2013
Miami-Dade Fire Rescue Headquarters, Doral, Florida

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June 11, 2013

Miami-Dade Fire Rescue Headquarters
Doral, Florida

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June 11, 2013; Miami-Dade Roundtable

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FORWARD

by

Curt Sommerhoff

Miami-Dade County Emergency Management Director & Fire Rescue Assistant Director

I would like to thank each of you who participated in the ReadyCommunities Partnership Military Base and Port Community Resiliency Initiative Roundtable hosted here in Doral, Florida on June 11, 2013 to outline capture the best practices and recommendations of the Miami-Dade Model for Resiliency. I appreciate your ongoing professional and personal commitments to undergird this model as outlined in this roundtable summary.

Key aspects of this model include but are not limited to:

- Miami-Dade County, otherwise known as Greater Miami, is located in southeastern Florida. Miami, Miami-Dade County, is an UASI (Urban Area Security Initiative) funded urban area to prevent, mitigate and or respond to terrorism.

- Inasmuch, leaders of Miami-Dade County have embraced the concept of *whole community* by engaging all sectors of the community for emergency management. Aside from the impact of diminishing funding sources, working together has and continues to makes sense for access to additional resources. We've incorporated these new stakeholders in our Comprehensive Emergency Management Plan (CEMP) and regularly engage them through training and exercises.

- Miami-Dade CORE, Communities Organized to Respond in Emergencies, has been another new initiative that we started. As a pilot community for DHS we're reaching out to the faith-based community and have over 115 affiliates, a lot of the CBO's (community based organizations), a lot of the nontraditional responders that are doing things day-to-day to help the community and bringing them into our disaster framework.

- Our Business Recovery Program has grown to ensure that we are more resilient after a disaster. Rick Murrell, a CEO of Tropical Shipping, has engaged all four counties within this region in the area of business recovery.

- The Local Mitigation Strategy Workgroup has brought in over $265 million in grant money over the last 10 or 12 years to improve a lot of infrastructure in the community; from the ports to hospitals and police stations, and evacuation centers.

- Miami-Dade established an "unmet needs committee" to focus on preparedness for the vulnerable populations.

www.readycommunities.org, rjwyatt@wyattcgi.com
RCP Military Base and Port Community Resiliency Initiative Symposium Summary (June 11, 2013, Doral), V1 p. 6/35

EXECUTIVE SUMMARY

The Miami-Dade Model for Resiliency:

*Identifying Crisis Response Officers of the Local Critical Infrastructure
and their Vulnerable and Special Needs Dependents*

Recognizing that America's own resiliency depends upon how communities handle their first response, ReadyCommunities Partnership roundtable participants convened on June 11, 2013 at the Miami-Dade Office of Emergency Management to outline and share best practices of the Miami-Dade Model for Resiliency. The Military Base and Port Community Resiliency Initiative roundtable follows those previously held at the Senate, in Charleston, and at PortMiami; and was attended by several dozen leaders from the public, private, non-governmental, military and academic sectors.

This model highlights the work and commitment of many of the Miami-Dade organizations and public-private partnerships that continue to contribute in a pivotal way to the economic vitality, security, and resiliency of the county and the nation.

In accordance with the purpose of the symposium, the model highlights some of the best practices are specific to the military base and port community's capacity to support first responders, military personnel and or critical sector employees and their families or other dependents; who have disabilities or access and functional needs in the first 72 hours of a large-scale or national crisis.

The premise for this initiative is that military base and port communities are essential to keeping things moving during a large scale or national crisis. If the bases and ports shut down, the community and the nation could not continue to operate.

Elements of this model may inform other communities as it demonstrates how to reinforce and optimize the local capacity for resiliency in the first 72 hours of a large scale or national crisis.

To supplement your organization's preparedness planning and activities, I invite you to peruse the attached summary of stakeholder best practices and recommendations.

Respectfully,

Rosalie J. Wyatt
National Director

STAKEHOLDER BEST PRACTICES AND RECOMMENDATIONS

Highlights of best practices and recommendations of the ReadyCommunities Partnership Doral Roundtable participants are presented by the following subcommittees inclusive of roundtable excerpts and summary statements. The transcript excerpts shown for each subcommittee are provided in quotation marks as spoken by the individual, and not necessarily on behalf of his or her organization.

1. *Citizen/Community*

2. *Communications / Technology*

3. *Economics / Infrastructure*

4. *Education / Training*

5. *Fuel / Energy*

6. *Intelligence / Situational Awareness*

7. *Leadership / Sustainability*

8. *Legal / Intergovernmental*

9. *Military / Security*

10. *Public Health / Medical*

11. *Transportation / Logistics*

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Economics/Infrastructure
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Education/Training
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Fuel/Energy: No Input this Roundtable

Intelligence/Situational Awareness
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Leadership/Sustainability
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Military/Security
Jouni Keravuori, Senior VP for Global Initiatives, Advisory Board Chairman, Pax Mondial
Jason Sundin, Homestead Air Reserve Base, Emergency Management Office

Public Health/Medical
Sam Tidwell, Miami CEO, American Red Cross (invited)

Transportation/Logistics
Jouni Keravuori, Pax Mondial

1) CITIZEN/COMMUNITY

Symposium Overview:
Public and private sector leadership have developed best practices that leverage collaboration between entities and sectors to foster community resiliency. In the midst of diminishing budgets and other factors challenging the response community, the Miami-Dade emergency management framework has been developed to engage the whole community. Also, Miami-Dade County became a pilot county for DHS to develop the CORE program by engaging non-traditional response organizations. Additionally, the private sector led Business Recovery Program has developed a regional approach inclusive of four counties.

Transcript Excerpts

Symposium Best Practices:

Collaboration and Partnerships
Whole Disaster Framework: Across Sectors

o *"It really was a matter of almost life and death for us, reaching out and making sure that we were engaging all sectors of the community. …It was almost a desperate need to really start going out and finding the other sectors of the community that we had not been engaging, and making sure that we were bringing them into the whole disaster framework; emergency management framework, here in Miami-Dade County." (C. Sommerhoff, Miami-Dade Emergency Management, p. 2)*

Business Recovery Program: Regional Approach

o "The Business Recovery Program that's been started here has also started to really prosper. Rick Murrell is going to talk a little bit more about that, as we've been engaging the private sector, so we can ensure that we are resilient after a disaster. Rick's brought it to a new level by engaging all four counties within this region, about bringing our business recovery programs and working at more of a regional approach; because a lot of the businesses that exist here in Miami-Dade also exist in the Keys, and in Broward County and Palm Beach." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 3)*

CORE Program Pilot: Engaging Non-Traditional Responders

o *"...*continued to improve upon our certain Citizen Corps programs. Miami-Dade CORE has been something that we started. We're a pilot community for DHS in which we're reaching out to the faith-based community, a lot of the CBO's (community based organizations), a lot of the nontraditional responders that are doing things day-to-day to help the community; whether it's blue sky or after a disaster and bringing them into our disaster framework. We've the whole community concept incorporated into our comprehensive emergency management plan now. We're training with these folks. We're exercising with these folks. They provided us a lot of resources in areas that we were not necessarily resource rich in.

That's been huge for us. We're in year three of that and we have over 115 affiliates within the faith based organizations now." *(C. Sommerhoff, p. 2)*

Local Stakeholder Engagement
o "I'm a liaison. I am an advocate, a conduit to headquarters Department of Homeland Security, specifically the office of Infrastructure Protection. I live and I work here which allows me to develop real relationships, real-time relationships." *(G. Warren, DHS, p. 13)*

Symposium Recommendations:

Collaboration and Partnerships
Encourage Partnerships
o "What I recommend for now for both headquarters (US Coast Guard, US Southcom) and the Air Force Base, just a recommendation; you will not get a liaison officer, but you may want to put a desk, keep a desk warm or an opportunity for a place to stand and work. I do the same thing with US Coast Guard. I'm a member of the DHS Partner's Group. I've been active in these communities with federal, state, local law enforcement." *(G. Warren, DHS, p. 3)*

Overall Recommendations:
Collaboration and partnerships between entities is also encouraged at the field level to facilitate preparedness and response.

2) COMMUNICATIONS / TECHNOLOGY

Symposium Overview:
Priority5 described Port Fourchon as a model through their incremental approach to building a common operating picture through a centralized system, and partnerships with major stakeholders to undergird resiliency. The Sprint Emergency Response Team, with 1,100 reservists, has the capacity to deploy communication technology for disaster response and recovery.

Transcript Excerpts:

Symposium Best Practices:

Port Fourchon Model
Common Operating Picture: Incremental Approach
o "The first project has to do with the port, Port Fourchon in Louisiana. April Danos is the Director of IT there and what she's been able to accomplish over the past two years with an incremental approach; things don't happen overnight. These resiliency efforts take years to put into place to get to a point where you feel comfortable. With an incremental approach, persistence, some horse trading, and the implementation of a centralized system, have been

able to integrate various technologies such as radar, AIS systems, CAD systems, and video analytic systems to give her operators a common operating picture to know what's going on in the vast area and the environment of an extended port facility. *(B. Donaldson, Priority5, p. 27)*

Partnerships for Preparedness and Response

o "The next thing after you've got the technology taken care of, was the partnership perspective of working with the major stakeholders, both within the fence and outside the fence, to share that information so everyone; both internally and externally shares that same common operating picture. What they were able to do was deploy workstations to the Port Commission Headquarters, the Harbor Operations, Harbor Patrol, LOOP, which is Louisiana Offshore Oil Platform, the Lafourche Parish, Fire Central, Lafourche Sheriff's Department, and the Lafourche Parish EOC. They utilize this platform every day to increase effectiveness of operations. They also have it, because they're using it every day, if a significant event occurs, they can use it to prepare and respond to those incidents and increase efficiencies of their response capabilities. That's a quick example of the value of sharing information. Now that they have this basic bridge built, they can move to the next level to talk about the impact of employees with special needs or taking care of that special needs community." *(Bill Donaldson, Priority5, p. 28)*

Reliance on Networked Resources and Technology

o "…major ports encompass a multitude of peers, terminals, other resources, and can be spread out over almost an unmanageable geographic area. They are subject to adverse conditions that are both manmade and natural disasters that can arise from the land or from the sea. Their operation depends upon the network of these resources; not only utilities, but pipelines, roads, rails, equipment and personnel that move the goods in and out of port. Monitoring the security and operational status of these critical assets in such a diverse environment really relies on technology to be able to help you do the job so that humans can spend their time making the decision based upon informed information." *(B. Donaldson, Priority5, p. 29)*

Sprint Emergency Response Team (ERT)
Communications Deployed for Response & Recovery

o *"My team actually brings critical infrastructure into areas that are damaged by disasters, emergencies, or incidents. Communications is the foundation of response and recovery. We need communications to be able to reach out to the special needs communities. Reach out to our first responder organizations. This is what my team does. We bring those communications in." (T. Lin-Jones, Sprint, p. 14)*

1,100 ERT Reservists

o "I've got 1,100 individuals, who act in a capacity of what we call ERT Reservists. These are Sprint employees in addition to my team to act as additional "boots on the ground" or a "surge force" if needed. This is what we do full time for Sprint. We deploy communications

into emergencies and disasters. We train them using the FEMA, 100, 200, 300 ICS and NIMS curriculum so they understand what they're getting into and what that command structure is going to look like on the other end of it. Then we bring in people from outside of the area." *(T. Lin-Jones, Sprint, p. 15)*

Symposium Recommendations:

Preparedness and Response: Individuals with Disabilities and Special Needs
Identify Special Needs Individuals and Communities

o "First and foremost, we need to identify who the special needs communities are on military bases and ports. Be it through surveys, through assistance organizations, or families of individuals living on military bases and ports, so that we at least know what that population base is and what the primary needs are for communications. We can replicate it (national programs), so if we're able to focus it down to ports and military bases, now you can replicate that program and focus it into the communities as well." *(T. Lin-Jones, Sprint ERT, p. 14)*

Utilize Available Communications Technologies

o "Because as the gentleman mentioned in the back from DHS, there are millions of people here and we need to be able to focus that, utilize the technologies that are out there. *(T. Lin-Jones, Sprint ERT, p. 14).*

o "There's CMAS, the commercial mass alerting systems, in conjunction with FEMA's IPAWS. That gives us an ability to push notifications out of impending emergencies or disasters."

o "Utilize things like Text to 911 for our deaf and hard of hearing communities. That's a mandate that came through with the FCC. As of June 30, the three major carriers, Sprint, Verizon, and AT&T, will offer a bounce back message; so anybody that texts 911 "Help, I'm here. I'm in a car accident. Help me." They will get a bounce back message saying that it's not currently available in the system. I'm going to encourage you guys to actually adopt that here in the Miami-Dade area. The carriers are working diligently towards a May 2014 date to have Text to 911 available nationwide, but it's at the PSAP location here locally. They have to adopt it and put the technologies in place in order to provide these types of services. But for a deaf and hard of hearing community, that could be their only salvation, if their TTY phones aren't working."

o "There are also Smartphones and applications that are out there for Google Voice type applications for our blind and hard of seeing communities." *(T. Lin-Jones, Sprint ERT, p. 14)*

Overall Recommendations:
While respecting individual rights and privacy relative to personal health information, Tanya-Lin Jones recommended identification of the needs of special needs individuals and communities;

and the utilization of the array of available technologies in order to communicate with individuals who are deaf and or hard of hearing.

3) ECONOMICS / INFRASTRUCTURE

Symposium Overview:
The value of whole community engagement in preparedness was highlighted, especially in light of shrinking budgets for preparedness. Miami-Dade has invested in infrastructure improvements and protection of the infrastructure. The criticality of the continuous functionality of the Port of New Orleans during a large-scale crisis and to the overall US economy was explained. The Port Authority of New York and New Jersey have identified their critical assets along with their vulnerabilities and dependencies for modeling purposes.

Transcript Excerpts:

Symposium Best Practices

Shrinking Budgets: Impact on 1st 72 Hours
Pointing to Increased Reliance on Whole Community
o *"*We were starting to see the budget impacts of the economic downturn here locally. We're starting to see some of the grants that were sustaining a lot of the programs, and the office starting to shrink; both at the federal and the state level, and really, besides engaging the whole community just made great sense." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 2)*

Challenge for Everyone: Budgeting for Unintended Consequences
o "The final issue is the elephant in the room that everyone is struggling with and that's budget. Budget, because everybody is being asked to do more with less, is the most challenging thing associated with preparedness. Especially for vulnerable populations….
…if you set it aside each year, then when you do take a hit, you have the resources to house people to effectively pay for those unintended consequences." *(M. Schmidt, MUSC, p. 15)*

Miami-Dade Infrastructure: Protection & Improvements
Miami: Urban Area Security Initiative Funded City
o "We are a UASI (Urban Area Security Initiative) City here, Miami, Miami-Dade County. Through some federal grants and things like that, a lot of things have been enhanced and replaced;…" (*C. Sommerhoff, Miami-Dade Emergency Management, p. 32*)

Local Mitigation Strategy Workgroup – Infrastructure Improvements
o "…local mitigation strategy workgroup, which has a new coordinator now and is bringing a lot of new life and direction back into that program. That program has brought in over $265 million in grant money over the last 10 or 12 years to improve a lot of infrastructure in the

community; from the ports to hospitals and police stations, and evacuation centers and things like that." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 3)*

Infrastructure Protection Security Advisors

o "I work for Headquarters, US Department of Homeland Security. I work out of the office of Infrastructure Protection. I'm a protective security advisor. There are 93 of us across the country. Every capital city and every state, to include Puerto Rico, but also the larger metropolitan areas which is what brings me to South Florida. My region is from Palm Beach to Key West." *(G. Warren, DHS, p. 13)*

Culture & Business - Part of Local Critical Infrastructure

o *"It's a cultural heritage group called Alliance for Response. Like I said, we've been trying to reach out to all different sectors. The cultural heritage community was not one that we were directly seeking out, at least not yet; but we're glad they found us. People come here (Miami-Dade) because it is a great place to live. People come here because it is a good place to work, and jobs, and business, and everything else available. People also visit here because, not only the great beaches, but because of the great museums and different cultural events, and historic places that we have here in South Florida. They're just as important to get back up and running after a storm as any other business; because it does tie into our economy." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 35)*

Port of New Orleans
Daily Cost of Port Shutdown & Overall Value to US Economy

o "But it's also important that we open up the port again whenever there's a national emergency. Every day that the Port of New Orleans is closed, it costs the United States economy $300 million per day, and it grows exponentially after the fourth day. The Port of New Orleans is responsible for almost 400,000 jobs directly and indirectly. That's almost $18 billion in earnings and $37 billion in economic output, almost $3 billion in economic tax revenue for the federal government. It's important for us that we have a plan in place, and when there's a national emergency, that we get that port back up and running. Sixty percent of the nation's grain and 20 percent of the petro chemicals in the United States come up and down the river to the Port of New Orleans. If the Port of New Orleans is closed, gas prices go up, food prices go up, and with the laws of supply and demand, our US economy suffers." *(P.Matthews, Port of New Orleans, p. 34)*

o "So once we get to $1.2 billion, the nation is in trouble. We just had Hurricane Isaac come through last year. It was important for us to get the port back open. We were only down for two days and that was really important. *(P. Matthews, Port of New Orleans, p. 34)*

Provide Goods and Services to 60 percent of American Consumers.

o "Some people have mentioned Hurricane Katrina, I know *(unclear/1:47:13.0)* mentioned she's gone now. I didn't mention this, but one of the first things that happened, after Katrina,

Mr. LaGrange got a call from the White House, Donald Rumsfeld called him asking, "What do we need in New Orleans?" Mr. LaGrange's response was, "Well we need water, we need food, and shelter for the people," and a list of everything. Mr. Rumsfeld basically said, "Well what is it going to cost, what is it going to take to get the port back open?" He understands the importance of the port that we provide. We provide goods and services to 60 percent of the consumer Americans. They understood the importance." *(P. Matthews, Port of New Orleans, p. 34)*

Port Authority of NY and NJ: Collaboration with NJ Homeland Security
Port Resiliency Project: Identification of Critical Assets and their Dependencies
o "Some of the stakeholders involved in this project include the State Office of Homeland Security and Preparedness, the State UASI, State and local Emergency Management, Regional Catastrophic Planning Team and Port Authority, US Coast Guard, DHS, PSA, TSA, CBP, and the area Maritime Security Committee members. Basically what they've done is identify 225 critical assets along with their vulnerabilities and dependencies that they needed to capture and then model. If something occurred, they could look at if a power transformer was taken out, how that impacts the hospital's ability to operate, the water pumping station's ability to operate. They actually did focus on lifeline resources focusing on retirement homes, special needs individuals, and focusing on that area." *(B. Donaldson, Priority5, p. 28)*

Symposium Recommendations:

Economics of Preparedness
Collaborative Agency Partners: Need to be Self-Funded
o "I think that would be a good idea to have somebody like that at the table. The key there is with sequestration and make sure they're self-funded when they arrive. *(J. Pashai, US Southern Command, p. 12)*

Cost of Preparedness & Value of Emergency Management Partnerships
o "Just preparing for those storms that veer or jog in one direction or another regardless of impact, cost the community about $3.5 million just to prepare. That's the police and fire overtime. That's closing down schools. That's not taking into account having the port shut down, and that economic impact. We were talking last night, and I think that's maybe something that we maybe need to do a little bit better, talk to our leadership about the value of these partnerships. The value of emergency management and what we do, and how that ties into budgets and the economy." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 35)*

Overall Recommendations:
In a shrinking economy, partnerships and collaboration for emergency management are important to port community resiliency, to compensate for shortfalls in funding and capacity.

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4) EDUCATION / TRAINING

Symposium Overview:
Preparedness planning and training with exercises are critical to resiliency.

Transcript Excerpts:

Symposium Best Practices:

Use of NOAA Charts
o   We can anticipate the impact using the different diagrams and charts that are available through NOAA and our METOC (meteorological and oceanographic) sections." *(J. Pashai, US Southern Command, p. 12)*

School Security Surveys
o   "My most recent initiative right now is a White House directed initiative to do a K thru 12 school outreach. I've been doing security surveys at three Miami-Dade County schools…" *(G. Warren, DHS, p. 13)*

Exercises "Make You Strong": Full Deployment of COOP Plan in Response to Mini-Storms
o   "We really know that regardless how much we plan, and how good the information looks on paper, for those of you who survived Andrew, when the rubber hit the road, okay, we all had to just land running. It was chaotic. I think that, that type of exercise is what really makes you solid and strong. We do have exercises here. We take advantage of when we have the mini storms, we go into full gear, full mode. We internally deploy everyone under our COOP plan just to take advantage of using that as an exercise." *(E. Alvarez, Regional Operations Manager, Southern Region for the Agency for Persons with Disabilities, p. 26)*

Symposium Recommendations:

Preparedness Planning: Ask Three Basic Questions
o   "And it's really the three things: (Ask) What's new? Exercise, and budget." *(M. Schmidt, Medical University of South Carolina, p. 15)*

Overall Recommendations:
Practice critical thinking when developing plans for preparedness and response.

5) FUEL / ENERGY

Symposium Overview:
No inputs this symposium.

6) INTELLIGENCE / SITUATIONAL AWARENESS

Symposium Overview:
Utilization and cultivation of capabilities rooted in collaboration and technology are integral to situational awareness.

Transcript Excerpts:

Symposium Best Practices:

Reliance on Networked Resources and Technology

o "…major ports encompass a multitude of peers, terminals, other resources, and can be spread out over almost an unmanageable geographic area. They are subject to adverse conditions that are both manmade and natural disasters that can arise from the land or from the sea. Their operation depends upon the network of these resources; not only utilities, but pipelines, roads, rails, equipment and personnel that move the goods in and out of port. Monitoring the security and operational status of these critical assets in such a diverse environment really relies on technology to be able to help you do the job so that humans can spend their time making the decision based upon informed information." *(B. Donaldson, Priority5, p. 29).*
[Reference also in Section 3: Communications/Technology]

Storm Surge Awareness Tool

o *"*We've worked with Florida International University and their International Hurricane Center to put tools on our website. There are tools where people can go and not only plug in their address and see if they're in a zone, but there are also tools in there – there's a storm surge simulator application. You can put in your address and you can actually see, based on the category of storm, what the maximum storm surge, and worst case scenario would be for your home or your business." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 24)*

Map Sharing to Grid Level

o "With critical facilities and business, what we offer is the ability to share the maps down to the grid level. If anybody has looked at our new zones here in Miami-Dade, you'll notice they're kind of boxed. We took the county's property appraiser system and laid it over the storm surge maps.

Avoid Over-Evacuation: Zones Redefined with Foot or More of Water Affecting Several Blocks

o Anywhere within a square mile grid, our criteria is 18 inches above ground, so anywhere we saw a foot and a half of water or more within a one mile grid that was affecting several blocks, that was included as part of the evacuation zone. It's helped us with defining zones to prevent something all emergency managers are challenged with, which is over evacuation. Typically the way emergency managers are taught is always identify key streets or landmarks and things like that. The old zones, you could just say the barrier islands. When in fact there might only be one-third of the barrier island that was to be impacted by a particular storm, so

you are evacuating tens of thousands of extra people that don't need to be evacuated." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 24)*

"Divisional" Emergency Operations Center Represents Small and Large Cities

o "The way the EOC is set up here, we have it broken down into different functional groups. All of our public safety agencies sit here, all of our human services agencies, all of our infrastructure agencies. We have 35 different municipalities in Miami-Dade County. We don't have enough room for all 35 cities, so what we have is what we call a divisional EOC concept. Some of the larger cities with some significant resources represent some of the smaller cities." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 31)*

Info Exchange with Public Safety Partners: Fire Rescue, So. FL Fusion, Police, US Southcom

o "The whole eastside of the building is Miami-Dade Fire Rescue Headquarters, here we are in the county's Emergency Operations Center. Directly above us is the South Florida Fusion Center, Miami-Dade Police and their Intelligence Operations Center. A group works out of there, and they're one of the many fusion centers around the country; making sure that information is being exchanged amongst all levels of government when it comes to domestic security and those types of issues. …our Fire Alarm Dispatch Office has also been relocated to this building. Talking about collaboration and partnership, the Red Cross…We provided them some space upstairs as well for the regional operations center. It's really becoming quite the public safety complex. Miami-Dade Police Headquarters is just to the south of us. US Southern Command is just to the south of us. We've really got a lot of key agencies right here in Doral." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 31)*

Regional Fusion Board Incident Management Tool: Web EOC

o *"*Actually all four counties and Miami-Dade County share the same tool to do incident management which is Web EOC. We do have what is called a regional fusion board, so significant events that are posted in Monroe County or Palm Beach County will populate to that significant event regional board so we can see what those things are and, of course, they can see ours as well. Everything that you see in here was really designed with the purpose of having a well operating Emergency Operations Center." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 31)*

Incident Management Maintains Old Fashion Paper System if PBX Goes Down

o "Private Branch Exchange inside the building controls all the phones. If you see some of the red phones located around, if the PBX does go out, we do have the old analog system to revert to. For instance, if Web EOC went down, we still have some backups. We go to the old incident management forms and situation reports, and start handing those out to everybody, and everybody just has to do it the old fashion way again. Then the system you see over here, these kind of mail box slots. You go over to your slot and you file it and then it's collected and that information is taken to the planning section where they'll take all that information and roll it up into what they'll use to formulate the incident action plan. When

we do activate, we typically go to 12 hour operational periods, from 7am to 7pm. That seems to be consistent with a lot of the agencies that we bring into the EOC." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 32*

Post Disaster Situational Awareness: GIS Identifiers

o "Some of the surrounding conference rooms, we have our own GIS, they're part of our planning section. A huge resource for us when we want to be able to see a lot of certain key things after a disaster. Whether it's plotting where the significant damage is, where significant needs are. We have lots of layers of GIS data here. Every manhole, water valve in Miami-Dade County has GIS tied to it where we can identify where it is on a map. GIS was key in identifying those storm surge planning zones for us." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 33)*

Secure Portal / Situational Awareness for Preparedness, Response & Recovery

o "We basically provide tools for use in preparing for an emergency, responding, recovering, providing you situational awareness about what's happening in a steady state, and my specialty is a secure collaboration platform that we have." *(M. Donnelly, NC4, p. 30)*

7) LEADERSHIP / SUSTAINABILITY

Symposium Overview:
Various best practices and leadership models were highlighted by participants from the armed forces, government agencies, non-profit organizations, academia and the private sector for inclusion in the RCP summary of the Miami-Dade model for Resiliency. Best practices for responder and critical sector employee preparedness were provided. Indeed, many of the best practices were also couched as recommendations.

Transcript Excerpts:

Symposium Best Practices:

Culture of Preparedness

o While we feel well prepared, you worry about the complacency. *(C. Sommerhoff, Miami-Dade Emergency Management, p. 6)*

Continuity of Operations

o "We do, within the government, we do require all of our county departments to have continuity of operations plans." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 6)*

Mapping Private Sector Organization Resources

o "…we're trying to draw towards is this overall partners meeting where we bring in the private sector group, we bring the faith-based and community-based group and volunteer organizations we work with. We bring in those who are part of our Citizen Corps and… get

them all in a room together and talk about those topics that are common to all of us. We need to get that cross-pollination going where the private sector is reaching out and talking to those folks in the faith based that we've already established and made partnerships with. To get the MO (modus operandi) for what services they can potentially provide, what resources they have. We've already actually started to map a lot of those things. Where these organizations are, what resources they have, what they can provide, what areas of the community they're already in and supporting." *(C. Sommerhoff, Miami-Dade OEM, p. 20)*

Unmet Needs Committee
o "We always set up that "Unmet Needs Committee." It's particularly focused on the vulnerable populations..." *(C. Sommerhoff, Miami-Dade OEM, p. 21)*

Transition from Response to Recovery
o "But as we start to transition from emergency response to recovery, a lot of the response organizations after the first couple of days, or after search and rescue's done, when we're starting to look at more needs like long term housing and getting into recovery; the faces change. What doesn't change is, the room's about coordination of information and resources." *(C. Sommerhoff, Miami-Dade OEM, p. 21)*

Responder Family and Critical Sector Preparedness
Responder Family Shelters
o *"*Miami-Dade County Police does have a police family shelter. It's located here in Doral. They have a place for their families to go in the event that there is a challenge with their home and that type of thing. The fire rescue department has something as well, which is the Fire Union Hall where all fire personnel's family can go in the event there's a challenge with their homes." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 20)*

Identification of Essential Employees & Backups
o "We ask all of our department heads to identify essential versus non-essential employees. We have a county database which keeps record of who all those folk are… there obviously is still a ways to go with some of that… digging deep down to identify who are those essential people, and do they have backups? Do they have other responsibilities: dependents with special needs that could prevent them from coming back to work and fulfilling that essential role?   I don't think that is something we've" *(C. Sommerhoff, Miami-Dade Emergency Management, p. 6)*

Essential Employee Identification for Disaster Response
o "Every department identifies department essential employees in times of a disaster. " *(C. Sommerhoff, Miami-Dade OEM, p. 20)*

EOC Essential Employee – Additional Support

o "Everybody else who they've not identified are non-essential, they become EOC essential. They're a pool for me to reach out to, to work with and pull in to fill needs; whether that's working at points of distribution to hand out water, and ice, and food, and tarps,. Providing Red Cross additional support and shelters if we have to stand up more shelters post storm, and a lot of other needs." *(C. Sommerhoff, Miami-Dade OEM, p. 20)*

EOC Essential Employees – Identifying Dependents with Special Needs

o "One of the things that they also do, is they man a call center. As we reach out to some of these EOC essential employees, we work to identify do they have needs? Are they available to come in? If they're not available to come in, what is their challenge? Maybe it is a dependent with special needs. Maybe it is a housing issue or something else. *(C. Sommerhoff, Miami-Dade OEM, p. 20)*

Caring for Special Needs and Vulnerable Populations

o "… If the tools aren't enough to answer some of your questions, by all means reach out to us directly. … We're doing a lot of outreach now with the Red Cross and other organizations. The storm surge unit at the National Hurricane Center, they've been so impressed with the model FIU has created for us, they want to have something that they can use. So whether the storm is in New York or Houston, or where ever it's going, they have a similar device that can illustrate some of that information and pass it along to the public." *(C. Sommerhoff, Miami-Dade OEM, p. 21)*

First Responder Employee Preparedness

o "As far as preparation goes, the Port of Miami is actually part of Miami-Dade County and through Curtis and Dade County as a whole, our preparation for employees; we actually have established policies to let our employees go home and prepare for the event prior to the event, and prior to them responding. Obviously, we're in a situation where from the police department and the security perspective, we're first responders. We let our employees prepare prior to the storm. We actually follow up with our employees of any special needs after the storm and ensure that they're all safe and everything's in place for them." *(A. Ferrer, PortMiami, p. 19)*

Responder Family Preparedness
Preposition Responder Families & Personnel Support Team at Evacuation Site

o "I think our best practice as far as how we take care of our people is, again, we do identify those essential personnel that we would expect to participate in the event, and then for everybody else, we look for a preposition evacuation site. We try to get the families out of the zone that's going to be impacted. We put them into a safe haven. … We preposition what's called a personnel support team. We put them on the road. They go up ahead of time. They secure facilities whether they're hotels or whether they're leased housing that we have

to have. Those personnel are there prior to our folks coming into the area and to help set up and keep peace of mind. *(Capt. B. Davis, USCG Base Miami Beach, p. 8)*

Identification of Critical Mission Essential Personnel

o "One of the things we all must do as emergency responders is that we need to make sure we take care of our families. As a best practice, we identify critical mission essential personnel ahead of time. We then release them early from work to take care of their families so, they will be ready for work and worry free." *(J. Sundin, Homestead Air Reserve Base, EM Office, p. 10)*

Notification and Tracking of Responders and/or Personnel

o "In the military we have alerting systems that works well to notify personnel and family members of contingencies and emergency actions. These alerting systems are also helpful to track responders or personnel if there are impacted by a natural disaster in parts of the country. Sometimes, it's important to have another team to focus just on accounting." *(J. Sundin, Homestead Air Reserve Base, EM Office, p. 10)*

External Resource for Caring for Family Members

o "So, a lot of times you want to delegate that out to an external resource. That's one of the things we learned, try to delegate that out as much as possible. They provide a lot of good emergency information to the family members, that way those responders, when they go off to work, their family members are taken care of. They can provide food, shelter, information, and a good point of contact. A belly button if you will, for the family members." *(J. Sundin, Homestead Air Reserve Base, EM Office, p. 10)*

72 Hour Prior to Storm Responder Release for Family Preparedness

o "Seventy-two hours prior to a storm, we make sure we release our emergency responders so they can take care of family. Sometimes you've got to give them that time off so they can take care of their family, so they can get back to work, and they need to do what they need to do." *(J. Sundin, Homestead Air Reserve Base, EM Office, p. 10)*

Vulnerable Population Preparedness
Serving those with Developmental Disabilities

o "What we do is we serve individuals who have special needs. Particularly under the developmental disabilities category, which means that it's not everyone who has a disability. I think that warrants clarification because of just the nature of the name of the agency. It gives the impression that it includes all types of disabilities when it really doesn't. *(E. Alvarez, Regional Operations Manager, Southern Region for the Agency for Persons with Disabilities, p. 26)*

Serving those with Intellectual Disabilities

o We serve individuals that are above the age of three through the end of their life. Particularly, just to give you an idea, their intellectual disabilities, folks that are diagnosed with autism, spina bifida, cerebral palsy, and Prader Willi Syndrome. We have over 300 group homes that are licensed. We have over 1,300 folks that are placed in those group homes. We have over 1,000 providers that serve this community either for individuals that are in group homes or in their family homes. We also have individuals with those disabilities that are living in their own apartments in supported living environments." *(E. Alvarez, Regional Operations Manager, Southern Region for the Agency for Persons with Disabilities, p. 26)*

Preparedness Guide: Accessible Format

o "So over the last three years we've been working on creating something that the office of emergency management has helped us actually produce. Everyone that's had an emergency preparedness guide, they're everywhere, you can download them; they're handouts, they're in the newspapers. But how often are they really accessible to individuals with disabilities? That could be in terms of those who need to have simple, clear text, organized in a clear format so any of our critical infrastructure populations who have families; all of them probably have someone who is vulnerable in some way, who could benefit from having something that will allow them to organize the family and others in their community to be ready and to meet part of the network." *(Dr. K. Marquard, Director of ACCESS Services and MEED Program, Miami-Dade College, Association of Agencies, p. 22)*

Unfunded Mandate

o "The problem is when we're dealing with the vulnerable populations, is that we're talking about an unfunded mandate for them. I was able to make my end of the world bag. I was able to put shutters on my house. I was able to have two weeks' worth of food in my house so I could leave and my wife could take care of it. But I think part of where we get stuck is that these are people who really don't have the means, and for them a hurricane is a 100 year event that they say, "Do I eat today or do I worry about when the hurricane hits if I'm going to eat or not." I think that maybe needs to be a focus of our discussions." *(Capt. R. Garcia, Disaster Risk Reduction Center for Latin America and the Caribbean, Florida International University)*

Community Partnerships and Outreach

o "…"AOA" or the Association of Agencies. That's made up of about 50 to 60 different agencies who are all part of an outreach into the community. Most of these agencies may provide social services to persons with disabilities or vulnerable populations, but we also work with many, many different departments of Miami-Dade County Public Schools and other colleges and universities as well. We're all about the partnerships, the networks, bringing people together. We meet monthly. In fact, Thursday we're going to be back here bringing these agencies together. One of the most important things that we've been doing

over the years is to focus on, how do we prepare persons with disabilities or vulnerable populations in general for emergencies?" *(Dr. K. Marquard, Director of ACCESS Services and MEED Program, Miami-Dade College, Association of Agencies)*

Critical Employee and Responder Families

o "In our organization, the most critical employee is every employee, but more critical than our employees, the most critical resource we have are the families of our employees. The way I see it, the most critical resource for all of us are the families of our first responders." *(R. Murrell, Tropical Shipping, p. 6)*

o "…every employee I consider to be critical. …Every part of the organization of South Florida is critical and the most important is to take care of the families of the people that you have either working for you or working alongside of you." *(R. Murrell, Tropical Shipping, p. 6)*

Legislation Passed to House Responders and Protect Those Who House from Lawsuit

o "We initiated legislation several years ago which was passed, allowing for the housing of first responders and their families in the community and for those that house them, you cannot be sued civilly. That's been the biggest problem in providing free housing in a community. In the Caribbean it works naturally, because nobody is going to sue." *(R. Murrell, Tropical Shipping, p. 7)*

Care for Individuals with Special Needs

o "But, that is the absolute core *(unclear/0:22:53.2)* is to make sure that anybody with special needs has been restored, as we do in our organization, understand what that the particular need is and be ready to attend to it should an event occur." *(R. Murrell, Tropical Shipping, p. 7)*

South Florida Disaster Resiliency Coalition

o "Now the second is we've worked hard with other people in Florida to form South Florida Disaster Resiliency Coalition. …What we're trying to do in this effort through the course of this year, is to really bring resiliency of the key private sectors together to work closely with the Emergency Management of Dade, Broward, Monroe, and *(0:21:52.1)* counties to build a resiliency of our community." *(R. Murrell, Tropical Shipping, p. 7*

Annual Hurricane Exercise

o "…we have a hurricane exercise every year where we stress the system. It's not just focused on South Florida. It's focused on the entire District 7 area of responsibility. That goes from San Juan up to South Carolina. As part of that stressing the system, the storm will impact every sector that the Coast Guard has in the area." *(R. Murrell, Tropical Shipping, p. 8)*

Policy to Care for Families

o "If a major storm here hit in Miami-Dade, we would actually bring people (Sprint ERT reservists) from outside of the area so they (local Sprint employees) could focus on taking care of their families, taking care of their homes and their needs, and then they can come back and take care of the business. Very, very critical part of it." *(T. Lin-Jones, Sprint ERT, p. 15)*

Proactive Employee Outreach During Crisis

o "We have a human resources organization. Part of that organization is they actually do a lot of outreach. They've reached out to our communities. There's an employee resource groups for employees who may have a special needs family members. They can sign up to either be a volunteer to assist during community programs or they can sign up as a family who may need assistance and needs. Our human resources department actually does proactive outreach. During the time of the incident, during the time of the emergency and disaster, they proactively outreach to the families. Are you okay? Are your homes okay? They actually offer small loans to the families that may have been impacted and are unable to work. They'll work on getting them alternate housing outside of the immediate disaster area. Then also work on helping them rebuild their lives and get them back into a steady state." *(T. Lin-Jones, Sprint ERT, p. 17)*

Employee Preparedness

o "We have a plan. The plan seems to work. We have to put it to work before to identify the key persons. Everybody has their suitcase. We take care of our employees early. With enough time we release people home if there is an emergency so they can prepare their house and then come back to work, and everything is working fantastically. Also, we work all the Coast Guard, the Port, the police department and everything seems to be working fine." *(F. Perez, Sales Manager, Northbound Cargoes, Seaboard Marine, p. 23)*

Care for Individuals with Special Needs

o "But, that is the absolute core *(unclear/0:22:53.2)* is to make sure that anybody with special needs has been restored, as we do in our organization, understand what that the particular need is and be ready to attend to it should an event occur." *(R. Murrell, Tropical Shipping, p. 7)*

Flexibility in Providing Mass Care

o "The partnership that we have with the local governments and the federal government allows us to be able to be flexible in any kind of situation. We will provide a safer place for people to be if they don't have another location, if they weren't able to get out to another part of the state, or another part of the country. We'll be able to provide mass care of feeding people. Whatever is needed in communities that are affected by whatever kind of event happened. That includes taking care of people with disabilities." *(S. Tidwell, American Red Cross, p. 18)*

Shelter for Individuals with Disabilities

o *"...*we welcome people with disabilities to our shelters. We are able to take care of people, whatever their special needs may be. We understand that people that are responders, it was talked about earlier, if you don't have a safe place for your family members, the ones that you care about, they're not going to be able to do their job and get the community back up and going so people can go home." *(S. Tidwell, American Red Cross, p. 18*

Collaboration as a Group

o *"*The other thing is collaboration. …The American Red Cross is elite in ESF (emergency support function) 6, mass care and sheltering, and nothing that we do, we do in a vacuum. It is all through partnerships of nongovernment organizations and government organizations. ……All the other non-profits. It's churches, it's nongovernmental organizations that have communities that know who their community is. It's them that are the Red Cross. It's not us. Collaborating as a group, making sure that we're familiar with the plans that you create and that we're a part of, that just helps make sure that everything flows along as easily as possible when something happens. *(S. Tidwell, American Red Cross, p. 18)*

Local Partnerships Count

o *"*Our co-plan does identify essential and nonessential staff. We do have a disaster coordinator for this southern region. We rely heavily on the rest of the regions throughout the state for the Agency for Persons with Disabilities. We work very close with the CERT and the folks up in Tallahassee, but the actual, local relationships are what really count. That's why we work in partnership obviously with the EOC. " (*E. Alvarez, Regional Operations Manager, Southern Region for the Agency for Persons with Disabilities)*

Symposium Recommendations

Make Sure 100% Vendor Capacity Shows Up

o "If you want to get very granular in this discussion, that's what we're talking about, is where's the plan to make sure that Bill shows up? That capacity is what we're talking about today. …to make sure that 100 percent of the vendor capacity, the contract capacity show up so that the plan actually can take place." *(J. Carney, CIPRR, p. 16)*

Know the Employees of Local Critical Infrastructure

o *"...*every individual that works in the public sector or a community organization will often have contractors or vendors that are supplying services to the military base or to the community organizations, institutions like a church or a medical university. Sort of by definition, that's critical infrastructure for that particular group. You could make the argument that the employees that are providing those services are often times unknown to the individuals that are receiving the services." *(J. Carney, CIPRR, p. 16)*

Identify Who is Going to Help: Become a Family

o *"*The key here is people helping other people identify who is going to help you. Who in your family, who of your friends, who of your neighbors can you connect with now and can we help you make those connections? Or what agency are you associated with who needs to keep you in mind so that when there is a need, they're going to reach out to check on you to see if your needs are being addressed? That's how the community becomes not just a network, but almost a family." (*Dr. K. Marquard, Director of ACCESS Services and MEED Program, Miami-Dade College, Association of Agencies, p. 22)*

Special Caring When Moving those with Frail Conditions

o "When it comes to special needs and vulnerable populations, just moving some of those folks and that's something we've experienced in the past, because of their frail condition can pass away just in evacuations." *(C. Sommerhoff, Miami-Dade OEM, p. 21)*

Unmet Needs Committee

o "…but maybe another area it needs to be focused on is some of the unmet needs of our own employees, to work on those issues for us." *(C. Sommerhoff, Miami-Dade OEM, p. 21)*

Planning for Support for Those with Vulnerable Special Need Dependents

o "When we talk about the things we've talked about here today, something that comes to mind is, I really don't know of that population who are involved with those folks that are at the Port of Miami or at the military base, or have a responsibility to be a first responder; and how we can better assist in coming to the table and saying, "Let's be part of your planning process." That's why I'm glad to be here today." (*Evelyn Alvarez, Regional Operations Manager, Southern Region for the Agency for Persons with Disabilities (State Agency), p. 26)*

Identification of Critical Personnel with Vulnerable Special Needs Dependents

o "We serve over 8,000 folks in this community." That's quite a lot of folks to be able to keep track on in terms of who, in their life that is responsible for their care, is actually critical personnel in this community. I guess we have quite a challenge in identifying that group of folks. (*E. Alvarez, Regional Operations Manager, Southern Region for the Agency for Persons with Disabilities (State Agency), p. 26)*

Lead Agencies: Represented in the EOC

o "The bottom line is that our organization does have a COOP plan. We are a state agency. We used to be part of the Department of Children and Families up to 2004. Currently we share a seat with them. I thought this was a great opportunity for me to put into a little pitch to see if maybe we can get our own seat in the room next door. I really think we haven't had the need to respond at a high level, but in the event that that would be the case, I could really see that we're going to need a phone call for ourselves." (*E. Alvarez, Regional Operations*

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (June 11, 2013, Doral), V1 p. 28/35

Manager, Southern Region for the Agency for Persons with Disabilities (State Agency), p. 26)

o "…we've been in conversation, Dr. Marquard and Sam Tidwell from Red Cross, about making sure that there was a seat with at least a lead agency representing people with disabilities in our EOC." (Curt Sommerhoff, Miami-Dade EOC, p. 27)

Develop Plans to Care for Children

o *"And the best lesson I can give for everybody, including the emergency management folks, is please, have in your plan taking care of the families of the people that are with you. In our book, everybody is critical. … Whether its food, medications, whatever. School shut down, all of our conference rooms become play rooms, school rooms for kids, all over; because if you can't take care of the kids, somebody is not going to work." (R. Murrell, Tropical Shipping, p. 7)*

Identify Support Network of Individuals for Preparedness and Recovery

o "One of the most interesting things that we did in creating this with all of our agencies, which also include all South Florida AmeriCorps Agencies as well so, again, the reach extends far out with this network; is to create a section that is about identifying those individuals who could become part of a support network to help prepare and then also help recover." (*Dr. K. Marquard, Director of ACCESS Services and MEED Program, Miami-Dade College, Association of Agencies*, p. 22)

Get Families of Essential Personnel to Safe Zone

o "As Mr. Murrell was saying, and worried about your home, you're not able to focus on the job. That's why we try to stress to our employees, the ones that are essential, that must remain in the area, is to make sure your family gets out into that safe zone so that their not impacted, and you can focus on your job helping the community and helping the Coast Guard as opposed to worrying about your dependents." *(Capt. B. Davis, USCG Base Miami Beach, p. 8)*

For Those Choosing Not to Evacuate: Have Two Weeks' Worth of Supplies

o "For those individuals that choose to stay in the area, that don't heed the evacuation order, we stress have two weeks' worth of supplies, understand what those supplies are, and keep them available, if in fact you are going to stay.   *(Capt. B. Davis, USCG Base Miami Beach, p. 8)*

Understand Family Needs and Develop Plan to Care for Family

o "If you as an organization don't take care of the family, and understand the needs of everybody in the family that's working for you, you don't have a recovery plan. You can have all the technology in the world, but trust me, if my wife is half injured and my son is under duress, I can't think straight. Even if I'm in *(0:21:12.8)* at work, I can't think straight.

We have a simple rule in our organization. You come to work and we take care of you. "We" being everybody. That's a very simple rule." *(R. Murrell, Tropical Shipping, p. 7)*

Overall Recommendations:
As stated by J. Carney, "who is actually going to step up and how would that process occur for taking care of those vulnerable special needs dependents of the critical infrastructure, military employees (CIPRR, p. 16)?" Towards this end, networking and partnerships are important in the midst of funding challenges.

8) LEGAL/ INTERGOVERNMENTAL

Symposium Overview:
Intergovernmental collaboration was highlighted for the purpose of information exchange, resource identification, incident management and other aspects of emergency management, as facilitated by institutions such as the South Florida Fusion Center and technology including Web EOC.

Transcript Excerpts:

Symposium Best Practices:

Partnerships and Collaboration
Resource Identification and Request Process: County, State, Region 4, FEMA
o "Our philosophy here is we encourage all of our agencies to go through their normal procurement system process to try and identify resources. If they can't identify it within their own agency, through their own normal means, they certainly have now all these agencies within this room to try and identify, do they have the resource and get it that way. If they don't, they make a resource request. It goes to the logistic section. Our GSA (General Services Administration) staff, our procurement staff, Florida National Guard representatives are all in there. They'll try to locate that resource somewhere else in the county if possible. If they can't find it locally, then the request goes up to Tallahassee and then the state will try to find it somewhere else in the state for us and get it down to us. If they can't find it in the state, then it goes up to Region 4 and then FEMA takes over and tries to get us those resources." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 33)*

Info Exchange with Public Safety Partners: Fire Rescue, So. FL Fusion, Police, US Southcom
o "The whole eastside of the building is Miami-Dade Fire Rescue Headquarters, here we're in the county's Emergency Operations Center. Directly above us is the South Florida Fusion Center, Miami-Dade Police and their Intelligence Operations Center. A group works out of there, and they're one of the many fusion centers around the country; making sure that information is being exchanged amongst all levels of government when it comes to domestic security and those types of issues. …Fire Alarm Dispatch Office has also been relocated to this building. Talking about collaboration and partnership and things like that, the Red

Cross…We provided them some space upstairs as well. It's really becoming quite the public safety complex. Miami-Dade Police Headquarters is just to the south of us. US Southern Command is just to the south of us. We've really got a lot of key agencies right here in Doral." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 31). [Reference also in Section 6: Intelligence/Situational Awareness.]*

Regional Incident Management Tool: Web EOC

o *"*Actually all four counties and Miami-Dade County share the same tool to do incident management which is Web EOC. We do have what is called a regional fusion board, so significant events that are posted in Monroe County or Palm Beach County will populate to that significant event regional board so we can see what those things are and, of course, they can see ours as well. Everything that you see in here was really designed with the purpose of having a well operating Emergency Operations Center." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 31). [Reference also in Section 6: Intelligence/Situational Awareness.]*

Cross-Agency Collaboration – Seats at the Disaster Response Table

o "Our focus being, it's the AOR (area of responsibility), …the western hemisphere, so we work with USAID, in particularly OFDA, Office of Foreign Disaster Assistance. We work with them closely. We do have elements of DHS. TSA soon to be joining us, and other folks there in the partnering directory, …" *(J. Pashai, US Southern Command, p. 12). [Reference also in Section 11: Transportation/Logistics]*

9) MILITARY / SECURITY

Symposium Overview:
The US Coast Guard Base Miami Beach, US Southern Command, US Air Force Homestead, and Department of Homeland Security are situated in south Florida and collaborate with the Miami-Dade Office of Emergency Management as highlighted throughout this symposium summary.

Transcript Excerpts:

Symposium Recommendations:

Whole of Community (NGO, Private Sector, Academia) to Fill Deficiencies

o "Since Hurricane Nicholas in 1986, they brought a lot of the different organizations together that sort of mandated that in the government sector, that we all work together. We're expanding that aperture now to the private sector, and local and state communities, because we realized that together we mitigate all those shortfalls and deficiencies. Basically the thing is that in the recovery phases, when we all kick in with the NBA piece, where we bring in the non-governmental organizations and businesses…" (J. Pashai, US Southcom, p. 9)

Umbrella Organizations: Key to Outreach

- "Umbrella organizations are really key to our success, because we can't do outreach directly. We're limited by our mandated authority to do so. So what we'll do is work with, for instance, Miami-Dade Aviation who's actually reached out to the Miami-Dade Police Department." *(J. Pashai, US Southcom, p. 9)*

Partnerships
- *"As far as partnerships, we have a long rich history with Miami-Dade. Curt's been definitely instrumental. We could talk all day about hurricane relief, let's talk about the Haiti Relief Mission. During the Haiti Relief Mission we worked with several federal, state, local government and non-government agencies like the Red Cross and faith- based organizations, churches. Local partnerships are helpful, as an example, the faith- based organizations provided translators who spoke Creole with the Haitian evacuees, just helping the folks out as they come in."* *(J. Sundin, Homestead Air Reserve Base, p. 10)*

10) PUBLIC HEALTH / MEDICAL

Symposium Overview:
Partnerships between organizations and sectors enable effective response, including support for persons with disabilities.

Symposium Best Practices:

Flexible in Providing Mass Care
- "The partnership that we have with the local governments and the federal government allows us to be able to be flexible in any kind of situation. We will provide a safer place for people to be if they don't have another location, if they weren't able to get out to another part of the state, or another part of the country. We'll be able to provide mass care of feeding people. Whatever is needed in communities that are affected by whatever kind of event happened. That includes taking care of people with disabilities." *(S. Tidwell, American Red Cross, p. 18)*

Collaboration as a Group
- *"The other thing is collaboration. …The American Red Cross is elite in ESF (emergency support function) 6, mass care and sheltering, and nothing that we do, we do in a vacuum. It is all through partnerships of nongovernment organizations and government organizations. ……All the other non-profits. It's churches, it's nongovernmental organizations that have communities that know who their community is. It's them that are the Red Cross. It's not us. Collaborating as a group, making sure that we're familiar with the plans that you create and that we're a part of, that just helps make sure that everything flows along as easily as possible when something happens. (S. Tidwell, American Red Cross, p. 18)*

11) TRANSPORTATION / LOGISTICS

Symposium Overview:
The exchange of information between trusted local entities facilitates better coordination for both planning and execution of logistical and communications arrangements with these remote entities.

Transcript Excerpts:

Symposium Best Practices:

Logistical Support

o "…but I can put parameters and realities to that so when we do start coordinating with FEMA Region 4 in Atlanta, and do start mobilizing support, requests, logistic; other things to air bases, other facilities, we can gauge what we need, where we need it. I add to that continuity, to that refinement of the accuracy in that information process." *(G. Warren, DHS, p. 13)*

Resource Identification and Request Process: County, State, Region 4, FEMA

o "Our philosophy here is we encourage all of our agencies to go through their normal procurement system to try and identify resources. If they can't identify it within their own agency, through their own normal means, they certainly have now all these agencies within this room to try and identify, do they have the resource and get it that way. If they don't, they make a resource request. It goes to the logistic section. Our GSA staff, our procurement staff, Florida National Guard representatives are all in there. They'll try to locate that resource somewhere else in the County if possible. If they can't find it locally, then the request goes up to Tallahassee and then the state will try to find it somewhere else in the state for us and get it down to us. If they can't find it in the state, then it goes up to Region 4 and then FEMA takes over and tries to get us those resources." *(C. Sommerhoff, Miami-Dade Emergency Management, p. 33). [Reference also in Section 8: Legal/Intergovernmental]*

Cross-Agency Collaboration – Seats at the Disaster Response Table

o "Our focus being, it's the AOR (area of responsibility), it's really the western hemisphere, so we work with USAID, in particularly OFDA, Office of Foreign Disaster Assistance. We work with them closely. We do have elements of DHS. TSA soon to be joining us, and other folks there in the partnering directory." *(J. Pashai, US Southern Command, p. 12). [Reference also in Section 8: Legal/Intergovernmental]*

Appendix

ReadyCommunities Partnership
Military Base and Port Community Resiliency Initiative Overview

America's domestic response capability can be measured in part by its communities' ability to respond during the first 72 hours of crisis without the assistance of a state or federal partner. This requires each community to know its own local critical infrastructure for services, deliveries and communications, and the corresponding logistics and dependencies on external supporting infrastructure.

A majority of the critical infrastructure other than public sector power, water and sewer are owned and managed by the private sector. Even some of the public sector services and transmission facilities are maintained by commercial vendors. Mapping this local infrastructure and dependencies on external support logistics is an important part of each local public sector understanding of its own community's ability to prepare and respond to threat or crisis. Partnerships and programs developed locally to identify, catalog and support this process helps not only local communities, but strengthens America's overall domestic response capability.

One critical benefit of a well-developed local critical infrastructure identification and logistics plan is how it can help reinforce port and military base resiliency in such communities. Most port facilities and military bases rely upon local contract providers for delivery of goods and services. Working in a few key communities through an exercise, ReadyCommunities Partnership members can help identify how communities can implement some basic components of a template to identify, catalog and map asset and logistics capabilities and gaps in the local critical infrastructure using knowledge of the networks and resources of local private, academic and community sector stakeholders in conjunction with the local public sector leadership.

To keep the project within practical boundaries, a Military Base Working Group (MBG) would focus on defining the initial objectives and recommending various components of a template to be developed and then shared with key communities in subsequent pilots. For example, the MBG could develop recommendations on how to integrate local academic partners to survey local businesses and community services organizations, how to identify contractors that provide services to bases, ports, institutions, cities and counties; develop the requirements for Crisis Response Officers (CROs); and how these CROs and their company assets might be brought into a secure network and resource-typed and cataloged; the MBG could investigate ways that might incentivize local businesses and organizations to participate and become involved and protect sensitive proprietary information and limit liability; and, the MBG could develop a realistic outline of the steps and requirements needed to go from mapping of infrastructure and logistics to identification of gaps in communications, services and deliveries.

Some of the framework has already been built by various state and federal agencies and is embodied in national plans, capabilities/task requirements and systems. Here however, the

objective here is not to reinvent but to apply this work using current private technology, best practices and innovation at the local level through compatible, common-sense solutions that facilitate the coordination between military, public, private and community sector organizations. Other non-local participants in the ReadyCommunities Partnership can provide market experience, academic and technical tools in order to meet requirements as they are identified during the exercise.

The baseline model defined through this exercise must be scalable, understandable, adaptable and easily implemented at the community level, making the role of the MBG that of outlining the vision, initial plan and corresponding next steps rather than complex demonstrations or cost intensive exercises. MBG's contribution should be a thoughtful, foundational effort that defines the challenge, identifies current technology and best practices, and proposes a framework that communities and large institutions can use to identify, resource-type and catalog local assets and infrastructure that reinforce public and military sector logistics and capabilities.

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